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UNITED STATES DEPARTMENT OF LABOR

FINAL EVALUATION REPORT

FROM PROTOCOL TO PRACTICE: A BRIDGE TO GLOBAL ACTION ON FORCED LABOR (THE BRIDGE PROJECT)

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LIST OF ACRONYMS

AGC	Attorney General's Chamber (Malaysia)
AGO	Attorneys General Office (Nepal)
ANLTP	Agence Nationale de Lutte Contre la Traite des Personnes/National Agency for Combating Trafficking in Persons (Niger)
ATIPSOM	Anti-Trafficking in Persons and Anti-Smuggling of Migrants Act (Malaysia)
ANTUF	All Nepal Trade Union Federation (Nepal)
CATP	Central Autonomía de Trabajadores de Perú/Autonomous Centre for Peruvian Workers
CBS	Central Bureau of Statistics (Nepal)
CFM	Centre de Formation aux Métiers/Trades Training Center
CGTM	Confédération Générale de Travailleurs de Mauritanie/General Confederation for Mauritanian Workers
CGTP	Confederación General de Trabajadores de Perú/General Confederation for Peruvian Workers
CILCTFTE	Comité Intersyndical de Lutte Contre le Travail Forcé et le Travail des Enfants/Inter-union Committee for the Fight Against Forced Labor and Child Labor
CLTM	Confédération Libre des Travailleurs de Mauritanie/Free Confederation of Mauritanian Workers
CMEP	Comprehensive Monitoring and Evaluation Plan
CNCLTP	Commission Nationale de Coordination de la Lutte Contre la Traite des Personnes/ National Commission for the Coordination of the Fight against Trafficking in Persons (Niger)
CNDH	Commission Nationale des Droits Humains/ National Commission for Human Rights (Niger)
CNDS	Conseil National de Dialogue Social/National Social Dialogue Council (Mauritania)
CNLCTF	Comisión Nacional para la Lucha contra el Trabajo Forzoso/ National Commission for the Fight against Forced Labor (Peru)
COSEF	Conseil, Étude et Formation/Consulting, Study and Training (Niger)
CRMA	Collectif Régional des Maires de l'Assaba/Regional Collective of Mayors of Assaba (Mauritania)
CTEVT	Council for Technical Education and Vocational Training (Nepal)
DFPFG	Directorate of Family, Women's Promotion and Gender of the Ministry of Social Action, Childhood and Family (Mauritania)
DGT	Director-General of Labor (Mauritania)
DHMS	District Haliya Mukti Samaj (Nepal)
DOL	Department of Labour (Peninsular Malaysia; Sabah; Sarawak)
DRL	US State Department's Office of Democracy, Human Rights, and Labor
DSM	Department of Statistics Malaysia (Malaysia)
DSWCN	Dalit Society Welfare Committee Nepal

ENAMJ	l'Ecole Nationale d'Administration de Magistrature et de Journalisme/National School of Administration of Magistracy and Journalism (Mauritania)
EOP	End of Project
EPAD	Ecole Parainage et Actions de Développement /School of Sponsorship and Development Actions (Niger)
FAFPA	Fonds d'Appui a la Formation Professionnelle et a l'Apprentissage/ Support Fund for Vocational Training and Apprenticeship (Niger)
FAIR	Integrated Program on Fair Recruitment
FGD	Focus Group Discussion
FKDF	Freed Kamaiya Women Development Forum (Nepal)
FLEAG	Forced Labor Elimination Advocacy Group (Nepal)
FPRW	Fundamental Principles and Rights at Work
GBNFL	Global Business Network on Forced Labour
GEFONT	General Federation of Nepalese Trade Union
GOR	Grant Officer Representative
GSO	Global Slavery Observatory
HRC	Human Resource Centre (Nepal)
ICLS	International Conference of Labor Statisticians
IFTIC	Institut de Formation aux Techniques de l'Information et de la Communication/ Institute for Training on Information and Communication Techniques (Niger)
IGA	Income Generating Activity
ILAB	Bureau of International Labor Affairs
ILC	International Labor Conference
ILKAP	Institut Latihan Kehakiman dan Perundangan/Judicial and Legal Training Institute (Malaysia)
ILO	International Labor Organization
ILO-ITC	International Training Center of the International Labor Organization
INEI	Instituto Nacional de Estadistica e Informática/National Institute of Statistics and Informatics (Peru)
INLCTPTM	l'Instance Nationale de Lutte Contre la Traite des Personnes et le Trafic des Migrants /National Body for the Fight against Trafficking in Persons and Migrant Smuggling (Mauritania)
INS	Institut National de Statistiques/ National Institute of Statistics (Niger)
IO	Intermediate Objective
IOE	International Organization of Employers
IOM	International Organization for Migration
IPU	Inter-Parliamentary Union
ITUC	International Trade Union Confederation
KII	Key Informant Interview

MAPO	Malaysia Council for Anti-Trafficking in Persons
MASEF	Ministère de l'Action Sociale , de l'Enfance et de la Famille/Ministry of Social Affairs, Childhood, and Family (Mauritania)
M&E	Monitoring and Evaluation
MEF	Malaysian Employers' Federation
MEPT	Ministère des Enseignements Professionnels et Techniques/Ministry of Vocational and Technical Education (Niger)
METSS	Ministère de l'Emploi, du Travail et de la Sécurité Sociale/Ministry of Employment, Labor, and Social Security (Niger)
MFPT	Ministère de la Fonction Publique et du Travail / Ministry of Public Service and, Labor (Mauritania)
MIGRACIONES	Superintendencia Nacional de Migraciones/National Superintendence of Migration (Peru)
MIGRANT	ILO Labour Migration Branch
MINEDU	Ministerio de Educación/Ministry of Education (Peru)
MININTER	Ministerio del Interior/Ministry of Internal Affairs (Peru)
MINJUS	Ministerio de Justicia y Derechos Humanos/Ministry of Justice and Human Rights (Peru)
MJ	Ministère de la Justice/Ministry of Justice (Niger)
MOHR	Ministry of Human Resources (Malaysia)
MOLE	Ministry of Labor and Employment (Nepal)
MOLCPA (Nepal)	Ministry of Land Management, Cooperatives and Poverty Alleviation
MOLESS	Ministry of Labor, Employment and Social Security (Nepal)
MOLMAC	Ministry of Land Management, Agriculture and Cooperatives (Nepal)
MOWCSW	Ministry of Women, Children and Social Welfare (Nepal)
MPC	Ministry of Plantation Commodities (Malaysia)
MPFN	Ministerio Publico y la Fiscalia de la Nación/Office of the Public Prosecutor at the Public Ministry (Peru)
MPOB	Malaysian Palm Oil Board
MTPE	Ministerio de Trabajo y la Promoción del Empleo/Ministry of Labor and the Promotion of Employment (Peru)
MTUC	Malaysian Trades Union Congress
NAPFL	National Action Plan for Forced Labor (Malaysia)
NAPTIP	National Action Plan on Trafficking in Persons (Malaysia)
NGO	Non-Governmental Organization
NHRC	National Human Rights Commission (Nepal)
NJA	National Judicial Academy (Nepal)
NPA	National Plan of Action (Nepal)
NSTB	National Skills Testing Board (Nepal)

NTUC	Nepal Trade Union Congress (Nepal)
OCFT	Office of Child Labor, Forced Labor and Human Trafficking (USDOL)
OHCHR	Office of the United Nations High Commissioner for Human Rights
ONAJUP	Oficina Nacional de Justicia y Paz/National Office of Peace and Justice and Indigenous People's Justice (Peru)
OSH	Occupational Safety and Health
PNCLTF	Plan Nacional de Lucha contra el Trabajo Forzoso/National Plan for the Fight against Forced Labor (Peru)
PNP	Policía Nacional del Perú/Peruvian National Police
PUCP	Pontificia Universidad Católica de Perú/Peruvian Catholic University
RDN	Rastriya Dalit Network (Nepal)
RHCAM	Rashtriya Haruwa-Charuwa Adhikar Munch (Nepal) (National Haruwa-Charuwa Rights Forum)
RHMS	Rastriya Haliya Mukti Samaj (Nepal)
RMHSF	Rastriya Mukta Haliya Samaj Federation (Nepal)
SAN	Swantatrata Abhiyan Nepal
SINTRAHOGARP	Sindicato Nacional de Trabajadores del Hogar del Perú/National Union of Domestic Workers (Peru)
SIYB	Start and Improve Your Business Programme
SME	Small and Medium Enterprise
SO	Supporting Objective
SUHAKAM	Human Rights Commission (Malaysia)
SUNAFIL	Superintendencia Nacional de Fiscalización Laboral/Superintendence for Labor Inspection (Peru)
SUTRAN	Superintendencia de Transporte Terrestre de Personas, Carga y Mercancías/Superintendence of Land Transport, Persons, and Cargo (Peru)
TIMIDRIA	Association de Défense des Droits de l'Homme et de Développement/Association for the Defense of Human Rights and Development
TLTTI	Trade Link Technical Training Institute (Nepal)
TOR	Terms of Reference
TOT	Training of Trainers
TPR	Technical Progress Report
UCEP	Underprivileged Children's Educational Program (Nepal)
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNODC	United Nations Office on Drugs and Crime
USDOL	United States Department of Labor

EXECUTIVE SUMMARY

BACKGROUND AND CONTEXT

On January 1, 2015, Bureau of International Labor Affairs (ILAB) awarded a cooperative agreement to the International Labour Organization (ILO) for USD 9.8 million to implement the *From Protocol to Practice: A Bridge to Global Action on Forced Labor* (The Bridge Project) at the global level and in three priority countries: Mauritania, Nepal, and Peru. The original period of performance was September 2, 2015 through September 2, 2019. Through a series of project modifications, the number of implementing countries increased to six including Malaysia, Mauritania, Nepal, Niger, Peru, and Uzbekistan. The funding amount increased from USD 9.8 million to USD 18.7 while the period of performance was extended to July 31, 2023.

PROJECT DESCRIPTION

The Bridge Project aims to build on the momentum that led to the adoption of the new Protocol and Recommendation No. 203 and to foster an understanding of their effective implementation. The goal of the Bridge Project is to **strengthen global efforts to eliminate forced labor** while the overall project objective is to **improve countries' capacity to address forced labor**.[1] The project seeks to achieve the following five intermediate objectives (IO), each contributing to the project objective:

1. Increased knowledge, awareness, and ratification of the ILO Protocol and Recommendation 203;
2. Improved and responsive national policies and/or action plans and/or legislation on forced labor with strong implementation, monitoring, and enforcement mechanisms;
3. Increased efforts to collect reliable data in order to carry out research and share knowledge across institutions at national, regional, and global levels;
4. Workers' and employers' organizations actively support the fight against forced labor; and
5. Increased awareness and access to livelihood programs for victims of forced labor.

KEY EVALUATION FINDINGS AND CONCLUSIONS

RELEVANCE

The project design responded to the forced labor needs, plans, policies, and priorities of the target countries as well as individual beneficiaries. Based on a midterm evaluation recommendation, the project adjusted outcomes, outputs, indicators indicator targets, interventions, and activities through a series of Comprehensive Monitoring and Evaluation Plan (CMEP) review workshops. The changes to the indicators and their targets allowed the project to more accurately measure outcomes and outputs and set more realistic targets. The addition of new outcomes, outputs, interventions, and activities were made to reflect changes in contexts in countries in terms of needs and opportunities. These changes helped ensure that the project design remained relevant.

COHERENCE

The Bridge Project effectively coordinated and collaborated with a variety of actors addressing forced labor at the global level as well as at the country level. The main partners at the country level included labor ministries, justice ministries, statistical institutions, law enforcement agencies,

[1] Bridge Comprehensive Monitoring and Evaluation Plan

employer and worker organizations, and civil society organizations. The country where the project had the most difficulty collaborating and coordinating its activities was with the labor ministry in Mauritania due to the absence of a coordinated work plan between all public institutions, including the ministry, for the implementation of the anti-slavery law 2015-031. This drove the project to shift its strategy to social dialogue.

IMPACT

While the Bridge Project had a positive impact on the lives of beneficiaries in the six target countries, the project had an especially important impact on the lives of direct beneficiaries in both Nepal and Niger. In Nepal, the livelihood interventions helped beneficiaries develop new skills and earn income. The interventions also helped them develop confidence and self-esteem, particularly among female beneficiaries. Another positive outcome is that many of the youth stopped migrating to India to find jobs. In Niger the project produced significant changes in the living conditions of the beneficiaries. For example, livestock activities and cosmetics have contributed to improving and diversifying the incomes of women, which contributed to increasing their confidence and feeling of empowerment. The project also increased the awareness of the beneficiaries regarding the legal ways and processes to fight against slavery.

EFFICIENCY

Overall, the project operated in an efficient manner. It produced outputs and achieved outcome indicator targets with the planned amount of human and financial resources. The COVID-19 pandemic was the most important hindering factor. The pandemic caused the project to postpone and reschedule activities that caused delays. Other important hindering factors were elections, politics, and changes in key government personnel, which caused delays.

EFFECTIVENESS AND SUSTAINABILITY

Table 1 summarizes the effectiveness (achievement of project outcomes) and their sustainability. The table also provides a rating for both achievement and sustainability: low, moderate, above moderate, and high. The guidance and criteria used to assign ratings are explained in the Terms of Reference (Annex C).

Table 1: Bridge Project Performance Summary

Performance Summary	Rating
IO 1 – Increased knowledge, awareness, and ratification of the ILO Protocol and Recommendation.	
ACHIEVEMENT. The 50 for Freedom is ILO's global campaign to end forced labor and aims to convince at least 50 countries to ratify the ILO forced labor Protocol. The project set a target of 36 countries that ratify the Protocol and achieved 59 ratifications. It also set a target of 42,175 individuals to sign on to the campaign and reported an achievement of 96,891 registrations, significantly exceeding the target by 54,716. The project planned to have 44 media products developed by trained journalists and reported that 73 media products were developed and published. The forced labor cartoon campaign, which is ILO's international effort to elicit cartoons with powerful anti-slavery messages, set a target of reaching 4,000 individuals and reported it reached 4,354, which is an overachievement of 354. SUSTAINABILITY. At the time of the evaluation, the 50 for freedom platform, journalist training, and the cartoon campaign were largely dependent on the project funding. The Bridge project will discontinue the 50 for freedom campaign and platform in the second phase since the goal of 50 countries ratifying the Protocol was achieved and, instead, examine ways to retool the platform to promote the prevention of forced labor. However, it will still likely be dependent on project funds. The benefits of journalist training will likely be sustained through the *Forced Labor and Fair Recruitment: An ILO Toolkit for Journalists* that is available in several languages and has been contextualized for use in a variety of countries, which increases its sustainability.[2] While the project intends to continue to support the cartoon campaign with project funds in the second phase, the sustainability of the campaign shows promise since several countries and trade unions have offered to host the exhibition and cover costs associated with borrowing the exhibition.	**Achievement:** High **Sustainability:** Moderate
IO 2 – Improved and responsive national policies and/or action plans and/or legislation on forced labor with strong implementation, monitoring, and enforcement mechanisms.	
ACHIEVEMENT. The project achieved its target to develop and adopt 10 policies, national action plans, or legislations on forced labor including Malaysia (5), Peru (4), and Mauritania (1). The project also exceeded its target for increasing knowledge on forced labor among government officials.. It set an average training post-test target of 65 percent and achieved an average 78 percent posttest score over the six target countries. The project also aimed to make five e-learning modules available and achieved one in Malaysia and Peru. In hindsight, it would have been useful to have had an indicator to assess how participants used the newly acquired knowledge gained from the e-learning courses. SUSTAINABILITY. The evaluation team believes that the policies, national action plans, and other laws, decrees, resolutions, and protocols that were adopted are highly sustainable. However, the impact that these policies have on forced labor will depend on the willingness and ability of the governments to fund and enforce them, which appears to be relatively high in Malaysia and Peru. The e-learning courses will be institutionalized and promoted by the corresponding government agencies, which increases their chances of being sustained. However, the impact they have on forced labor will depend on the extent to which the hosting government agencies can effectively promote and convince the appropriate agency personnel to take the courses. The exception is the e-learning course developed and hosted by the ILO Training Centre in Turin, which intends to offer the e-learning course along with its other offerings.	**Achievement:** Above Moderate **Sustainability:** Above Moderate

[2] In the next phase, the Bridge Project does not intend to continue the 50 for freedom platform. Instead, it will develop another platform to promote the end to forced labor.

Performance Summary	Rating
IO 3 – Increased efforts to collect reliable data in order to carry out research and share knowledge across institutions at national, regional, and global levels.	
ACHIEVEMENT. Under IO 3, the project aimed to produce 14 surveys or studies on forced labor topics and achieved nine including five in Malaysia, two in Nepal, and two in Peru. The remaining surveys and studies are in the process of being conducted, completed, or approved for publication. They include two qualitative studies in Mauritania, two rapid assessments in Nepal, a forced labor survey and a qualitative study on "wahaya" women in Niger, and a survey-study on forced labor in Peru. At global level, the project supported the development of guidelines on statistical indicators and survey methods prepared by the International Labour Statistics Conference working group. This was key to ensuring that countries are effectively measuring forced labor and modern slavery. SUSTAINABILITY. The surveys and studies that have been published will continue to exist to help inform efforts to address forced labor in these countries. The government statistical agencies and others involved in the surveys and studies increased their capacity to conduct future surveys and studies on forced labor. Nevertheless, the impact that these studies have on forced labor will depend on the extent to which they are used by government and non-government agencies to address forced labor or whether these agencies conduct future studies on forced labor given budget limitations.	**Achievement:** Moderate **Sustainability:** Above Moderate
IO 4 – Workers' and employers' organizations actively support the fight against forced labor.	
ACHIEVEMENT. The project set a target of 215 entities participating in the Global Business Network on Forced Labour (GBNFL) and reported that 1,109 entities had participated representing a significant overachievement of the target. Once GBNFL was launched in 2018, the number of business networks, especially those involving SMEs, was much greater than anticipated when the target was established. The project also notes that moving events and meetings to online formats, necessitated by the COVID-19 pandemic, facilitated the participation of many more enterprises than was envision using primarily face-to-face formats. In addition, the project set a target of 18 trade unions that would conduct follow-up activities and that 17 conducted follow-up activities. The project also intended to develop two draft collective agreements in Mauritania and ended up developing four. However, it was difficult for the evaluation team to assess the effect that the participation of employer and worker organizations had on forced labor since the project did not have these kinds of effect indicators. SUSTAINABILITY. While GBNFL plans to achieve sustainability in the future through member dues, it is and will be dependent on project funds for the foreseeable future. In Malaysia, the Malaysia Employers Federation is motivated to implement training and other activities to combat forced labor but lacks its own funding and, thus, will need to rely on funding from other projects. While the project took important steps to increase the capacity of trade unions to address forced labor, they are relatively weak and do not have resources to continue to implement activities against forced labor. However, the collective draft agreements developed in Mauritania show promise of sustainability but will require continued support from ILO projects in the near future.	**Achievement:** Above Moderate **Sustainability:** Low

Performance Summary	Rating
IO 5– Increased awareness and access to livelihood programs for victims of forced labor.	
ACHIEVEMENT. It should be noted that the project conducted and reported on its livelihood activities in Nepal and Niger. Both countries conducted endline surveys to assess improvements in income and livelihood skill application. The project set a target of 53 percent of livelihood beneficiaries with improved livelihoods (increased income) and, based on the endline surveys, 62 percent of beneficiaries in Nepal and Niger reported increases in their income (combined average income increase). This represents an overachievement of the target by nine percent. Nepal beneficiaries reported an average increase of 71 percent while beneficiaries in Niger reported a 50 percent increase in income The project also aimed to have 60 percent of beneficiaries applying the skills they learn from training in their work during the year following training. Based on the survey results, nearly 80 percent of beneficiaries reported that they applied acquired skills. The project also met or exceeded its targets for providing livelihood services to beneficiaries in both Nepal and Niger.	**Achievement:** Above Moderate
SUSTAINABILITY. In Nepal, some of the livelihood interventions are more sustainable than others. For example, the evaluation team believes that beauty salons, mobile phone repair, tailoring, plumbing, carpentry, motor cycle repair have strong chances of being sustained. Goat raising is not sustainable given the problems beneficiaries faced with high disease and mortality rates while vegetable production requires inputs that many beneficiaries cannot afford. In Niger, the sustainability of the livelihood interventions depends largely on access to resources and beneficiaries' ability to apply the knowledge gained from the training. Limited access to equipment and inputs to produce products will limit the economic gains and threaten sustainability.	**Sustainability:** Moderate

LESSONS LEARNED

Geneva

- It is critical to regularly produce and post **new content on websites** and social media platforms to attract and engage audiences.
- The effective use of **training tools and awareness raising materials** depends on how aggressively they are promoted.

Malaysia

- Although it requires considerable time and effort, **identifying and working with champions** in key ministries helps ensure the institutionalization of capacity building tools and activities.
- Training is more **effective** if offered in Malay or combination of Malay and English.
- **Readiness of the government** to address forced labor was key to project success some countries like Malaysia, Nepal, Peru, and Uzbekistan.

Mauritania

- Governments need to be **ready to acknowledge** that a problem (many workers vulnerable to forced labor) exists if it is expected to collaborate on interventions to address the problem.
- **Labor administration and criminal justice** must work together to prevent labor violations from escalating into forced labor.

Nepal

- To be entirely effective, the **project's social mobilization activities** need to be implemented in a consistent and on-going manner.
- IAny **mapping, market analysis, and needs assessment** exercise needs to ensure that it fully assesses employment or income potential and determines whether the livelihood interventions/trades are socially and culturally appropriate and that they address meeting potential gaps or needs in local markets.

Niger

- It is essential to provide women victims of slavery with information on legal avenues and processes to protect their rights and improve their living conditions.
- It is critical to have a **monitoring and evaluation function** to oversee implementation of livelihood interventions. The establishment of a digital monitoring and evaluation platform for learning and accountability was crucial.

Peru

- Strong participation of key government and non-government organizations in developing the national action plan **created ownership and commitment** to implement the plan.
- Non-traditional ILO partners such as the **justices of peace and the national police** have helped increase the effectiveness of the Bridge Project.

Uzbekistan

- Strong governmental **political will and motivation** facilitated the elimination or near elimination of systemic forced labor in the cotton sector.
- The **e-learning tools** require facilitation by an experienced trainer to increase their effectiveness.

PROMISING PRACTICES

Geneva

- Based on a midterm evaluation recommendation, the project started holding **virtual learning and knowledge sharing meetings** and webinars for project staff that helped the project to learn and adapt.

Malaysia

- Project Liber8, a key project partner, is piloting **Chatbot** that has the potential to be an important component in the reporting and referral system on forced labor and human trafficking for frontline agencies.[3]
- The project used **short case studies** in the *Training Manual for Malaysian Labour Inspectors on Forced Labor, Child Labour and Gender-based Discrimination, Violence and Harassment in the Workplace*. Training exercises in the manual are based on real life experiences of women migrant workers in Malaysial, which made the training experience less theoretical and more realistic.

Mauritania

- The project conducted **tripartite regional consultations** with professional sectors at the local level that fostered partnerships with regional and local authorities. These consultations led to the project's social dialogue strategy intended to reach agreement on

[3] A chatbot is a software application designed to simulate human conversation. Chatbot technology uses natural language processing and artificial intelligence to understand what a human needs and adapt its response to help end-users reach a desired outcome. They are like a virtual assistant who creates a better customer experience during each consumer touchpoint.

minimum bases of compliance that can serve as examples of sectoral mini-agreements for labor relations based on the FPRW.

- ILAB and ILO demonstrated **flexibility** to change course when the planned forced labor strategy proved to be unviable, and the project needed to shift strategies.

Nepal

- The decision to incorporate a **module on forced labor in the National Labor Force Survey (NFLS) III** (2017-2018) will generate information to allow a more comprehensive understanding of the scale of force labor. The forced labor module will be included in the next NLFS in 2024.
- The project provided nationally recognized vocational training **certifications** (diplomas) to beneficiaries who satisfactorily completed the livelihood trainings and passed the National Skill Testing Board exams. The certificates helped beneficiaries find jobs or markets for those who decided to start a business.

Niger

- The project was successful in sensitizing women victims of slavery about their rights and legal processes to protect them, as well as promoting the **rights of victims of slavery**. This not only empowers these women to advocate for rights but also promotes broader awareness and action to combat slavery and protect the rights of victims. This practice could be adapted to other projects that seek to improve the rights of vulnerable groups, particularly in contexts where legal processes may be difficult to access.
- The project implemented an **integrated approach** to addressing the complex issues of slavery and economic vulnerability. By providing a range of services such as vocational training, rights awareness, and access to productive assets, the project strengthened beneficiaries' ability to lift themselves out of poverty and achieve economic dependence.

Peru

- The project was able to **institutionalize its on-line forced labor training** within several key institutions including the justice ministry, national migration office, national labor inspectorate, and the national police. The on-line training courses are housed in the respective institutional platforms and are being used.
- The project collaborated with national office for justices of peace and indigenous justice and its **justices of peace to reach remote areas** with information about forced labor and train them on forced labor and referral mechanisms.

Uzbekistan

- The project **contextualized the *ILO Toolkit for Journalists: Reporting on Forced Labour and Fair Recruitment*** to the situation in Uzbekistan. This consisted of including the ILO Conventions ratified by Uzbekistan, national legislation on forced labor, and Uzbek news articles.

RECOMMENDATIONS

RECOMMENDATIONS FOR THE BRIDGE PROJECT

General

1. Develop a detailed sustainability plan. The Bridge Project should develop a detailed sustainability plan that provides a clear roadmap to sustain key outputs and outcomes during the project's next phase (Bridge II).

2. **Develop effect level outcome indicators**. The project should develop indicators to measure the use or application of outputs at the outcome level.

3. **Reinstitute regular project staff learning meetings**. The project should commit to reinstituting regular learning events where project staff have the opportunity to discuss and exchange ideals around important achievements, challenges, lessons, and promising practices with the objective of applying new learning to improve project performance.

4. **Conduct periodic country level performance assessments to promote learning and continuous improvement**. The project should conduct periodic performance assessments in target countries to determine whether the project is achieving its indicator targets, reasons for under or over achievement of the targets, and to capture important lessons. The assessments should involve project staff, implementing partners and other key stakeholders as appropriate.

5. **Provide training in the primary language of training participants**. The project should provide training in the primary language of the training participants or provide training in two languages facilitated by two trainers to help ensure that those participants who are not entirely fluent in other languages (English, Spanish, French, Arabic) are able to fully understand and absorb the training content.

6. **Develop a strategy to promote e-learning courses**. The project should develop and implement an aggressive strategy to promote the array of e-learning courses and materials it has or intends to develop and make available online.

7. **Engage recruitment agencies in the fight against forced labor**. The project should collaborate with the ILO's Fair Recruitment Initiative to identify potential recruitment agencies it could work with in the second phase of the Bridge Project to combat forced labor practices.

8. **Provide professional trainers to facilitate the e-learning courses**. When feasible, the project should provide funds to hire professional trainers to guide training participants through the virtual, e-learning courses to maximize the learning experience in the project's target countries.

9. **Develop global alliances with key certification standards to include forced labor**. The project should consider establishing alliances with key international certification standards/bodies with the goal of including forced labor as one of the criteria that businesses or organizations would be required to meet during the audit to acquire certification. These alliances should be based on the experience collaborating with GLOBAL.G.A.P. in Peru to incorporate forced labor indicators in the certification process.

Nepal

10. **Continue aggressive policy reform initiatives**. In the second phase of Bridge, the project should continue to focus on policy reform initiatives.

11. **Focus interventions on "haruwa-charuwa"**. The project should target "haruwa-charuwa" in Madhesh Pradesh with policy, awareness raising, knowledge, social mobilization, and livelihood interventions during the next phase of the project.

Peru

12. Strengthen inter-governmental agency coordination on forced labor. The project should focus part of its efforts in the second phase of Bridge on strengthening inter-governmental agency coordination, communication, and information sharing to combat forced labor.

13. Learn from Nepal and Niger. The project should analyze the key lessons learned, challenges, and success factor from the livelihood interventions in Nepal and Niger and, to the extent feasible and appropriate, apply these learnings to the livelihood strategy in Peru.

Uzbekistan

14. Address the needs of labor inspectors. The project should, to the extent possible, incorporate inspection areas important to labor inspectors such as occupational safety and health and fundamental principles of rights at work with its forced labor capacity building interventions and activities.

15. Determine why more trained journalists have not developed media products. The project should conduct an informal inquiry in Uzbekistan and Mauritania to determine the reasons that more journalists have not written articles or developed other media products to help increase awareness of forced labor.

RECOMMENDATIONS FOR THE ILO

16. Continue to strengthen livelihoods in Niger. Since the Bridge Project will end in Niger, the ILO should build on the successes of the Bridge Project to continue to invest in training beneficiaries to strengthen their skills and capacities, as well as to provide them with equipment and inputs for the production of products.

17. Continue to raise awareness and invest in education in Niger. Building on the success of the Bridge Project in Niger, the ILO should continue to strengthen awareness and education of women victims of slavery on their rights, legal processes to protect them, as well as to promote the rights of victims of slavery.

RECOMMENDATIONS FOR ILAB

18. Use the ILAB Global Accelerator Lab project to provide technical support to the National Action Plan for Forced Labor (NAPFL). ILAB should ensure that the Global Accelerator Lab Project: Intensifying Action Against Forced Labor and Child Labor (GALAB) project provides the necessary technical and financial support to key stakeholders in Malaysia to implement the NAPFL.[4]

19. Remove project coordinators as key personnel. ILAB should consider removing project coordinators as key personnel to remove bottlenecks and delays caused by the requirement for the grant officer to review and approve key personnel.

20. Streamline the technical progress report. ILAB should consider streamlining the technical progress report, so it contains only the essential information required by the grants office and the

[4] ILAB's Global Accelerator Lab project addresses child labor and forced labor at the global, regional, and country levels (Ghana, Nigeria, Malaysia), . The project intends to deploy innovative solutions to improve due diligence and transparency in supply chains, strengthen workers' voice, and increase access to social protections.

essential information required by the grants officer representative (GOR) to provide effective oversight of the project.

PROJECT CONTEXT

The International Labour Organization (ILO) defines forced labor as "all work or service which is exacted from any person under the menace of any penalty and for which the said person has not offered himself voluntarily."[5] Following are some of the highlights of the ILO's 2021 report on Global Estimates of Modern Slavery:[6]

- 27.6 million people in forced labor situations on any given day, which translates into 3.5 people in forced labour for every thousand people in the world.
- Men and boys make up 15.8 million while women and girls make up 11.8 million of the total in forced labor situations. Approximately 3.3 million are children.
- Asia and the Pacific is host to more than half of the global total or 15.1 million. This is followed by Europe and Central Asia with 4.1 million; Africa with 3.8 million; the Americas with 3.6 million; and the Arab States with 0.9 million.
- Forced labor is predominant in the private economy where 86 percent of all forced labor situations occur and include a range of sectors: manufacturing, construction, agriculture, and domestic work.
- Victims of forced labor are subject to withholding wages, which, along with the threat of dismissal, are the most common forms of coercion. Other less common coercive measures include forced confinement, physical and sexual violence, and withholding basic needs such as water, food, and shelter.
- Women in forced labor situations are more likely to be in domestic work while men are more likely to be in the construction sector.
- Migrant workers face three times higher risk of forced labor than other workers due largely to their illegal status and lack of access to legal protections. Female migrant workers are at high risk for sexual exploitation.

In June 2014, during the International Labor Conference (ILC), governments, employers, and workers supported the adoption of a new ILO Protocol and Recommendation No. 203 intended to supplement the Convention 29 on forced labor.[7],[8] The new Protocol is a legally binding instrument that is intended to strengthen global efforts to eliminate forced labor. Recommendation No. 203, on the other hand, provides non-binding practical guidance that builds on the provisions of the Protocol. At the ILC, constituents agreed to have two ratifications for the Protocol to enter into force.

These new instruments also lay out strategies to prevent forced labor, such as awareness raising; extending the coverage of relevant laws to all workers and sectors; improving labor inspection and other services; providing enhanced protection from abuses arising during the recruitment process; and due diligence actions by the public and private sector. The Protocol requires ILO member states to take measures to identify, release, and provide assistance to victims of forced labor as well obligating member states to ensure that victims have access to appropriate and effective remedies

[5] https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C029
[6] https://www.ilo.org/wcmsp5/groups/public/@ed_norm/@ipec/documents/publication/wcms_854795.pdf
[7] *http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:P029*
[8] *http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO:12100:P12100_ILO_CODE:R203:NO*

(compensation). The Protocol also calls for ILO members to consult with employers' and workers' organizations to develop national policies and action plans against forced labor.

Recommendation No. 203 includes specific suggestions to strengthen national laws and policies on forced labor in the areas of prevention, protection of victims and ensuring their access to justice and remedies, enforcement, and international cooperation. It provides guidance to implement the Protocol and Convention 29, including the collection of reliable data, addressing child labor, providing basic social security guarantees, and eliminating the charging of recruitment fees to workers.

PROJECT DESCRIPTION

On January 1, 2015, the United States Department of Labor's (USDOL) Bureau of International Labor Affairs (ILAB) awarded a cooperative agreement to the ILO for USD 9.8 million to implement the From *Protocol to Practice: A Bridge to Global Action on Forced Labor* or the Bridge Project in three priority countries: Mauritania, Nepal, and Peru.[9] The original period of performance was September 2, 2015 through September 2, 2019.

Through a series of project modifications, the number of implementing countries increased to five priority countries and two participating countries with limited scopes of work. The funding amount increased from USD 9.8 million to USD 18.7 while the period of performance was extended to July 31, 2023.[10] Table 2 shows the project modification number, the date it was signed, and a brief description of the modification.[11]

Table 2: Project Modifications

No.	Date	Details
3	12-11-2015	Increased funding from USD 9,800,000 to USD 11,495,138 to support activities in Mauritania, Nepal, and Peru, two statistical surveys, one global supply chain summit, increase in Mauritania project coordinator, and overall security costs.
6	08-01-2016	Increased funding from USD 11,495,138 to USD 13,395,138 to support the addition of Malaysia as fourth priority country and funds for a statistical survey in Peru.
8	09-12-2017	Increased funding from USD 13,395,138 to USD 14,395,138 to support the addition of Niger as the fifth priority country and reallocated funds from project headquarters budget to fund the addition of the Dominican Republic as a participating country with a limited scope of work.
12	03-27-2019	Provided a no-cost extension that extended the project end date by 12 months to September 2, 2020.
15	08-26-2020	Increased funding from USD 14,395,138 to USD 17,395,138 to support the addition of Uzbekistan as a participating country with a limited scope of work and extended the project end date to January 2, 2022.

[9] The priority countries were selected to capture geographic diversity and various forms of forced labor, and where there were opportunities to support and implement the Protocol.
[10] In March 2023, after the first draft of the evaluation report had been submitted, the Bridge Project was provided a no-cost extension that extended the project end date to July 31, 2023.
[11] Note that there were a total of 18 project modifications for the addition of countries, increases in funding, period of performance extensions, changes in personnel, and accounting changes. Only modifications affecting countries, funding, and period of performance are listed in Table 1.

No.	Date	Details
17	12-02-2021	Increased funding from USD 17,395,138 to USD 18,745,138 to support project implementation and extended the project end date to November 2, 2022.
19	09-28-2022	Provided a no-cost extension that extended the project end date by five months to March 31, 2023 and a budget revision to reallocate USD 319,664 to ramp up activities before this phase of the Bridge Project ends.
20	03-17-2023	Provided a final no-cost extension that extended the project end date by four months to July 31, 2023 and a budget reallocation of USD 21,600 to cover salary costs for the additional months.

OBJECTIVES, OUTCOMES, AND OUTPUTS

The Bridge Project aims to build on the momentum that led to the adoption of the new Protocol and Recommendation No. 203 and to foster an understanding of their effective implementation at the global, regional, national, and local levels. The goal of the Bridge Project is to **strengthen global efforts to eliminate forced labor** while the overall project objective is to **improve countries' capacity to address forced labor**.[12] The project seeks to achieve the following five intermediate objectives (IO), each contributing to the project objective:[13]

1. Increased knowledge, awareness, and ratification of the ILO Protocol and Recommendation No. 203;
2. Improved and responsive national policies and/or action plans and/or legislation on forced labor with strong implementation, monitoring, and enforcement mechanisms;
3. Increased efforts to collect reliable data in order to carry out research and share knowledge across institutions at national, regional, and global levels;
4. Workers' and employers' organizations actively support the fight against forced labor; and
5. Increased awareness and access to livelihood programs for victims of forced labor.

The IOs along with their supporting objectives (SO) and outputs are summarized below in Table 3. Note that the objectives and outputs remain the same for the priority countries while activities and interventions vary from country to country to respond to local priorities, needs, and opportunities. The exception is Uzbekistan. As a participating country, Uzbekistan implements activities under IO 1 and IO 2 only. The IOs, SOs, and outputs and their hypothetical causal relationships are shown in the project's results framework in Annex E.

Table 3: Intermediate Objectives, Supporting Outcomes, and Corresponding Outputs

Supporting Outcomes	Outputs
IO 1: Increased knowledge, awareness and ratification of the ILO Protocol and Recommendation	
SO 1.1 Increased public awareness and knowledge on the issue of forced labor	Output 1.1.1 Communication strategy to promote the Protocol and Recommendation No. 203 on forced labor at Global and Regional level implemented

[12] Bridge Comprehensive Monitoring and Evaluation Plan
[13] Bridge Project Document

Supporting Outcomes	Outputs
	Output 1.1.2 Communication strategies on forced labor implemented at national level, with a focus on reaching vulnerable groups
	Output 1.1.3 Key stakeholders informed on forced labor advocacy
IO 2: Improved and responsive national policies and/or action plans and/or legislation on forced labor with strong implementation, monitoring and enforcement mechanisms	
SO 2.1 Target countries with updated Policies and/or Integrated National Action Plans and/or Legislations	Output 2.1.1 Policies and/or integrated national action plans and/or legislations are drafted/revised, and disseminated
SO 2.2 Enhanced knowledge among individuals from relevant institutions to combat forced labor .	Output 2.2.1 Relevant officials and other stakeholders trained on law enforcement, prevention, and victim assistance
	Output 2.2.2 Front-line actors trained in the identification of forced labor cases and other relevant issues
IO 3: Increased efforts to collect reliable data in order to carry out research and share knowledge across institutions at national, regional and global levels	
SO 3.1 Increased data available on forced labor	Output 3.1.1 Guidelines on statistical indicators and survey methods on forced labor developed
	Output 3.1.2 Statistical surveys and/or other studies on forced labor are produced
	Output 3.1.3 Key stakeholders with improved access to information
IO 4: Workers' and employers' organizations actively support the fight against forced labor	
SO 4.1 Increased involvement of employers' organizations, business and other stakeholders in the fight against forced labor	Output 4.1.1 Employers' organizations with improved means to support international efforts against forced labor
SO 4.2 Increased capacity of trade unions to contribute to the fight against forced labor	Output 4.2.1 Technical support provided by the ITUC to strengthen national efforts against forced labor in selected countries
IO 5: Strengthened awareness of services and livelihoods programs for victims of forced labor	
SO 5.1 Forced labor victims with increased livelihood opportunities and access to information on relevant services	Output 5.1.1 Increased information available about services for victims of forced labor
	Output 5.1.2 Livelihood support provided to victims of forced labor

BENEFICIARIES AND INSTITUTIONAL PARTNERS

Direct Beneficiaries: Victims of Forced Labor. Under IO 5, the project implements livelihood interventions for victims of slavery, bonded labor, and human trafficking in Nepal and Niger. In

Nepal, direct beneficiaries include 805 “haliya” and 310 “haruwa-charuwa”.[14] In Niger, the direct beneficiaries include 400 “wahaya”.[15]

Government Institutions. The project works closely with key government institutions to build their capacity to take actions against forced labor and slavery. These institutions include labor ministries, employment ministries, justice ministries, social welfare ministries, national statistics institutions, attorney generals, and legislative bodies.

Employers’ and Workers’ Organizations. The project collaborates with employers’ and workers’ organizations. The project works closely at the global level with the International Trade Union Confederation (ITUC) and the International Organization of Employers (IOE). The ILO’s partnership agreement with ITUC allows ITUC to coordinate global action of the Trade Union Alliance against forced labor and raise awareness on forced labor issues in the labor movement. On the other hand, the IOE has helped organize information sessions on the Protocol and Recommendation No. 203 for employers and businesses.

PROJECT MANAGEMENT AND IMPLEMENTATION

The Bridge Project is based in the ILO’s Fundamental Principles and Rights at Work Branch (FUNDAMENTALS) in Geneva where the project’s staffing plan consists of a project director, monitoring and evaluation (M&E) officer, a communications officer, and a part-time (50 percent) administrative and finance assistant. The Geneva-based staff provide overall management and technical direction and support. The priority countries of Malaysia, Mauritania, Nepal, Niger, Peru, and Uzbekistan are staffed with a project coordinator and an administrative and finance assistant. In Nepal, project staffing also includes an M&E officer and a part-time driver (50 percent).

EVALUATION PURPOSE AND METHODOLOGY

PURPOSE

This final evaluation assesses the performance and achievements of the Bridge Project. Specifically, this evaluation assesses the following:

- Achievement of objectives and outcomes including challenges encountered.
- Intended and unintended effects of the project.
- Lessons learned and promising practices from the project and experiences in implementation that can be applied in current or future projects.
- Sustainability of potential of key strategies, objectives, and outcomes.

A more detailed description of the evaluation and its purpose and objectives is described in the Terms of Reference (TOR) in Annex C.

[14] Haliya pratha is a system of agrarian bonded labor practiced in the western regions of Nepal. Haliya are those who served as agricultural bonded laborers for landlords to till the land and undertake heavy manual labor. The haruwa–charuwa system is a forced-labour system based on debt bondage, prevalent in the agricultural sector of the eastern Terai region. *Haruwa* means "forced tiller" and are usually adult males, while *charuwa* means "forced cattle-herder" and are usually women and children. The haruwa–charuwa system is similar to the ”haliya” system. https://en.wikipedia.org/wiki/Haruwa–charuwa_system

[15] ‘Wahaya’ are girls and women bought and exploited as property by many dignitaries (mostly religious leaders or wealthy men who bear the title ‘Elhadji’). The women are used for free labour and for the sexual gratification of their masters, who assault them at will when they are not with their legitimate wives.
https://www.ohchr.org/sites/default/files/Documents/Issues/Women/WRGS/ForcedMarriage/NGO/AntiSlaveryInternational1.pdf

METHODOLOGY

The evaluation team used a mixed-methods evaluation design consisting of document reviews, key informant interviews, and focus group discussions. The evaluation team also administered an online perception survey to assess key stakeholder perceptions of project effectiveness. The full results of the perception survey appear in Annex G.

Two approaches to collect data during fieldwork were used. In Nepal and Niger, local evaluators conducted face-to-face interviews with key stakeholders and focus group discussions with the beneficiaries of the livelihood interventions. In Malaysia, Mauritania, Peru, and Uzbekistan, the lead evaluator conducted key informant interviews with a variety of stakeholders remotely using video conferencing apps like Zoom and Microsoft Teams.

A detailed description of the evaluation methodology, including the evaluation questions, the evaluation team, evaluation approach, schedule, data collection and analysis methods, and limitations appear in Annex D, while the documents and references appear in Annex A.

EVALUATION FINDINGS

RELEVANCE

Relevance Questions
To what extent did the project make adjustments to the project design as recommended by the midterm evaluation? Did these adjustments prove to be necessary and sufficient to achieve desired results?
How can the project design be improved to better respond to the needs and priorities of participants, including forced labor survivors and institutional partners?

ADJUSTMENTS TO IMPROVE PROJECT DESIGN

The Bridge Project midterm evaluation recommended that the project adjust project outputs and resources taking into account findings, lessons learned, and changes in the operating context, to maximize impact. It also recommended to adjust indicators to more effectively monitor progress and measure results. Based on these recommendations, during a Comprehensive Monitoring and Evaluation Plan (CMEP) workshop in March 2019, the project added six new indicators to more accurately measure output and outcome achievement. However, while the project did not modify the original outcomes and outputs, it added 33 new activities and modified some interventions at the global and country levels to more effectively achieve output targets.

Under IO 1, the project added the following two new indicators to improve journalist-related output measurement:

- Number of media products on forced labor or fair recruitment produced by trained journalists.
- Number of journalists trained on the media toolkit for reporting on forced labor and fair recruitment.

Under IO 2, the project added one outcome indicator and three output indicators to better measure livelihood-related achievements.

- Percentage of livelihood participants with improved livelihoods (outcome indicator).
- Number of target countries with a market analysis available for each relevant region or sector.

- Number of target countries with a completed participant target group needs assessment.
- Number of adults provided with other livelihood services.

Based on one of the midterm evaluation recommendations, the project received a 12 month no-cost extension that extended the end date to September 2, 2020. The project added new indicator targets to cover the extension period that were based on historical data to help ensure accurate and realistic target values. For example, the indicator target for the number of individuals that signed on to the ILO 50 for Freedom campaign was set low (1,500 average per six-month reporting period) when the project started implementation in 2017 because, according to project staff, it was difficult to determine how many people would sign on to the campaign. Since the project was significantly overachieving these original targets, the new targets were set at 5,000 new registrations per six-month reporting period based on pervious reporting period performance.

During interviews, project staff noted that the changes to the project design based on the midterm evaluation were important and have helped the project improve the way it measures outcome achievements, especially for the livelihood interventions in Nepal and Niger where staff noted that the project's monitoring and evaluation (M&E) system was not capturing all of the elements of change. In addition, the project shifted to electronic data collection in Niger, which provided real time information that improved indicator monitoring and facilitated decision making.

> The midterm evaluation recommendation to adjust outputs and resources was important because it allowed us to allocate more resources to the livelihood interventions in Nepal and Niger. - Project Staff

Although not specifically related to the midterm evaluation recommendation, the project conducted a series of virtual CMEP workshops in November and December 2020 where further adjustments to outcomes, outputs, indicators, indicator targets, interventions, and activities were made.[16] These workshops coincided with the 16-month cost extension the project received in August 2020. Based on the shift of the project strategy in Mauritania to social dialogue, the project added the following outcome and output:

- Increase social dialogue between employers' and workers' organizations on fundamental rights and principles at work (FRPW), including forced labor (Outcome 4.3).
- Technical support provided to workers and employers in high-risk sectors to enhance social dialogue on FPRW (Output 4.3.1).

In addition to the new outcome and output, the project added three new outcome indicators and five new output indicators along with adjustments to the target values to more accurately assess outcome and output achievements for the extension period. The project also added 53 new activities and modified additional interventions to more effectively achieve the corresponding outputs.

In preparation for the cost extension (approved in December 2021), the project design was modified once again in early 2022 through a series of virtual CMEP workshops for Malaysia, Niger, Mauritania, and Nepal. Peru and Uzbekistan did not participate in the workshops since these countries were not requesting significant changes to the project design. Instead, they sent CMEP documents to project management in Geneva for review. These workshops resulted in fewer changes to the project design. A new activity was added for Mauritania (awareness raising on the

[16] The CMEP workshop for Uzbekistan was delayed until May 2021 when the project coordinator was hired.

hazardous work list) and two new activities were added for Uzbekistan (An e-learning tool on forced labour and support the *Strategic Compliance Planning for Labour Inspectorates* initiative).

As was the case with the changes made to the project design after the midterm evaluation, project staff believe the changes made to the outputs, outcomes, indicators, and indicator targets have helped the project improve the way it measures output and outcome achievements. Staff also believe that the addition of the interventions and activities were based on needs, opportunities, and lessons that have helped the project more effectively achieve outputs and outcomes at the global and country levels.

> Another improvement we made was the way we collected data in Niger. We adjusted from paper survey to electronic data collection that allowed real time data analysis and results. We also hired a full time M&E person to follow up and track data collection in Nepal. - Project Staff

IMPROVING PROJECT DESIGN

At the time of this evaluation, the project was preparing for a second phase of the Bridge Project that would involve a combination of existing and new target countries. The plan is to maintain the same set of intermediate objectives but adjust outcomes and outputs and their activities based on the specific needs of the target countries. According to project staff, the second phase would likely have fewer resources and thus would not be able to include many livelihood interventions. It would, however, focus on sustaining the gains achieved in the first phase and increase efforts to ensure justice for forced labor victims.

One project staff member noted that training and passing laws were not sufficient to realize change. The second phase of the Bridge Project would need to identify and address obstacles to achieving justice for forced labor victims. Another staff member explained that the second phase would need to develop strategies to involve the private sector such as public private partnerships that might leverage both resources as well as decreases in forced labor cases along supply chains.

In interviews with stakeholders, the evaluation team discussed ways for improving the design of the Bridge Project for the second phase. The ideas that were generated by these discussions are summarized below by country.

Malaysia

Stakeholders in Malaysia agreed that the Bridge Project helped place forced labor on the national agenda by assisting the government to develop and eventually approve the National Action Plan on Forced Labor (NAPFL), which requires the government to address forced labor. This was no easy task.

When asked how the project might be improved in the future, several stakeholders explained that the project did not do enough to involve recruitment agencies as partners like it did for other stakeholders (government, private sector, trade unions, and NGOs). These stakeholders noted that recruitment agencies are key to addressing forced labor and abuses arising during the recruitment process such as deception about the nature and conditions of work, retention of passports, deposits and illegal wage deductions, charging of recruitment fees to workers, debt bondage linked to the repayment of recruitment fees, and threats of violence or deportation.

Stakeholders also opined that it was premature for the project to end because the government will require some form of ILO technical support to implement the action plan.

Previously, no one really cared about forced labor. But with assistance from Bridge, we put forced labor on the national agenda with the action plan. However, we still need help with the implementation of the national action plan. - Government Representative

In 2020, the Malaysian government officially estimated that the country hosted approximately 2.1 million documented migrants. The World Bank estimates that there are an additional 1.2 to 3.5 million undocumented migrants thus making Malaysia one of the largest migrant-receiving country in Southeast Asia.[17] Given the importance of Malaysia's economy, one of the largest in Asia, and the reliance on both documented and undocumented migrant workers who are at risk for labor violations including forced labor situations,[18] nearly all stakeholders that were interviewed believe that Malaysia should be included in the second phase of the Bridge Project..

It should be noted that ILAB provided funding to the ILO to implement the Global Accelerator Lab Project: Intensifying Action Against Forced Labor and Child Labor (GALAB) in Malaysia. GALAB has a mandate to support the NAPFL as well as Alliance 8.7 activities. While ILAB staff believe GALAB can provide important support to the implementation of the NAPFL, some project staff are concerned that GALAB might not have adequate resources to provide all of the required support to effectively implement the plan.

Mauritania

According to project staff, Mauritania still requires support to enhance enforcement linked to the weakness of the rule of law —criminal and labor — which are characteristic of the informal economy and of persisting traditional (feudal) relations in some parts of the rural economy. As discussed above, the project conducted a range of regional consultations with the institutional and technical support of the labor ministry and ILO tripartite plus stakeholders that led to the decision to focus on FPRW such as collective bargaining and freedom of association, linked to livelihood strategies in the fisheries, livestock, and domestic work sectors. This new focus falls under the IO.4 (Workers' and employers' organizations actively support the fight against forced labor). The ILO sought and received funding from the US State Department's Bureau of Democracy, Human Rights, and Labor (DRL) and the US Embassy to implement these interventions under two projects that are currently being implemented and a third one to start in 2024.

Key stakeholders who were interviewed explained that the most effective way to help slavery and forced labor victims would be to implement income-generating activities, so they are not vulnerable to situations where they are exploited. Actually, it is important to note that livelihood interventions were envisioned in the initial plan for Mauritania before the focus shifted to FPRW as described above.

People do not have income so the ILO should focus on this because people cannot get out of poverty and are likely to return to forced labor or slavery situations. - NGO Representative

Nepal

While the Bridge Project in Nepal realized important achievements, key stakeholders suggested how the project might more effectively respond to the needs and priorities of forced labor survivors

[17] https://www.iom.int/countries/malaysia
[18] https://www.statista.com/statistics/697812/malaysia-number-of-immigrants/

and institutional partners. In general, they thought that the project might focus more on livelihood interventions targeting freed bonded laborers and changing its implementing partners to local/municipal governments since they have resources that the project could harness to deliver effective livelihood interventions[19]. Specific ways to improve the project design are summarized below by stakeholder group.

- **ILO** representatives thought it would be important for the project to continue to focus on communication such as supporting public service announcements to create awareness and educate the public on forced labor and continue to work on the implementation of national policies. [20] In addition, the project might work on the rehabilitation and reintegration of slavery and forced labor victims. Finally, the project should consider working on complaint mechanisms for victims and prosecution procedures for perpetrators.
- **Civil society organizations** believe the project should focus more on advocacy and lobbying along with capacity building components at the national, provincial, and local levels by involving forced labor survivors' organizations.
- **Government officials** favor extending the livelihood activities to income generation sectors not previously covered by the project, such as tourism and cash crop cultivation, and linking communities with financial institutions and business skill development.
- **International organizations** and other United Nations (UN) agencies noted that the project's comparative advantage is working with the local governments to provide basic services and promote FPRW.

Niger

Discussions with project staff, implementing partners, and other stakeholders generated several interesting ideas for future consideration.

- **Awareness and sensitization.** Continue to focus on raising awareness about slavery including sensitization of government actors and communities regarding the practice and measures to combat it.
- **Financial assistance.** Avoid delays in the disbursements of funds to livelihood interventions, which causes further delays and decreases effectiveness of the interventions. Also, provide financial support to poor slavery victims for travel to prosecute their cases.
- **Support for victims.** The project has undertaken significant activities to support slavery victims in Niger, such as strengthening the capacity of paralegals and empowering victims through education, awareness-raising, entrepreneurship, livestock farming and income-generating activities. To ensure the benefits continue, stakeholders suggested the following actions:
    - Identify specific groups of "wahaya" women and their children and provide them with clear information about their rights after the death of their husband. The project should establish mechanisms to help these women access available services and resources.

[19] The evaluation team acknowledges that following the 2017 elections when the power shifted from a central government to decentralized government, the project adjusted its approach to work more closely with the provincial governments. However, the stakeholders who were interviewed are suggesting to work more closely with municipalities (not provinces) on the implementation of livelihood interventions.

[20] While these are the views of stakeholders, the evaluation team acknowledges that the project has done public service announcements under Activity 1.1.2.2.1. The team believes the stakeholders in this case are suggesting doing more public services announcements.

- Develop training and mentoring programs for paralegals, in collaboration with local authorities and civil society organizations.[21] These programs should be designed to strengthen the capacity of paralegals to effectively work with slavery victims and improve their safety when providing legal and psychosocial assistance.
- Further establish partnerships with civil society organizations and financial institutions to support entrepreneurship, agriculture, and microfinance activities of slavery victims. The project should establish mechanisms to help beneficiaries access the necessary resources and services to develop their activities.

- **Distribution of animals:** Ensure veterinary services are available and rely on local animals instead of imported ones. Also, continue to distribute animals to women's groups. Distributing animals to women can help empower them economically and socially since women who own and manage livestock have greater decision-making power in their households and communities.
- **Marketing products**. Ensure easy access to reasonably priced inputs and raw materials used in production. Also, help with the labeling of products and more effective exhibition of products in stands and kiosks. Link enterprises and entrepreneurs to microfinance institutions to provide loans and financial services (training, marketing and distirbution strategies) that can help them improve production and distribution capabilities and access new markets.
- **Continue education interventions.** Strengthen the current targeting strategy to more effectively support communities where the education system is weakest and work with communities to strengthen their capacity to support the education of their children. This can include interventions such as training parents on the importance of education, raising awareness of the importance of girls' education, mobilizing the community to support teachers, and increasing parental involvement in school activities. It is important to note that this recommendation does not suggest that the current targeting is inadequate, but rather that improvements can be made to better meet the needs and priorities of beneficiaries and institutional partners.
- **Training criminal justice actors.** It is important to train justice actors in the different regions of Niger. The project training module on slavery is highly appropriate since it takes into account the concerns of the various actors in the judicial sector and integrates all the provisions relating to the punishment of perpetrators and assistance to victims.

Although the Bridge Project will end in Niger, the DRL funded *Empowerment for Resilience: Survivors Combat Slavery and Slavery-based Discrimination in Mauritania and Niger through Sector-based Social Partnerships and Sub-regional Collaboration* project will pick up some of the Bridge Niger activities such as advocacy for the rights of slavery victims and their access to justice, basic services, and economic opportunities. However, the DRL project does not have a major livelihood component.

Peru

The ILO intends to include Peru in the second phase of the Bridge Project. The focus will be on supporting a set of livelihood interventions for forced labor victims that were delayed and never fully implemented in the first phase. More specifically, the project will provide technical assistance to the Ministry of Labor and Promotion of Employment (MTPE) to promote livelihood for people

[21] It should be noted that the project created training manuals for paralegals and trained them.

identified as victims of forced labor, particularly through monitoring the implementation of the pilot for labor reintegration of victims of forced labor.

In addition to the livelihood interventions, the project will continue to provide technical support to the government for the implementation of the national action plan to combat forced labor and the sustainability of gains made under first phase of the Bridge Project.

Discussions with stakeholders generated several interesting ideas that the project might consider in the second phase. These include the following:

- Focus more on investigation and rescuing victims of forced labor.
- Reintegration of forced labor victims into society with decent work conditions and assisting them with employment, income generation activities, and psychological support..
- Develop risk indicators for forced labor so the project might target forced labor prevention activities at those at highest risk to enter or re-enter forced labor situations.
- Identify individuals and populations at high risk for forced labor and work on prevention strategies.
- Include the Catholic Church, other religious organizations, and key civil society organizations as partners to leverage their credibility, influence, and knowledge to better assist victims of forced labor.
- Strengthen coordination and relationships between ministries to address forced labor including integrated databases on forced labor cases and rescued victims.
- Improve the quality of information on forced labor that informs government plans, policies, and programs.

Uzbekistan

At the time of this evaluation, the ILO intended to include Uzbekistan in the second phase. In the first phase, the project focused primarily on training labor inspectors and journalists on forced labor topics as well as soft skills that can be used during labor inspections. In the second phase, it intends to continue to train labor inspectors but also facilitate social dialogue between ILO tripartite partners, especially employers and worker organizations. The project also intends to focus on law enforcement.

Interestingly, 12 of the 14 labor inspectors who were interviewed during the evaluation, including supervisors and managers, opined that the country resolved the forced labor problem and that it no longer exists. Rather than focus on forced labor in the second phase, these stakeholders explained that the Bridge Project should shift the focus from the prevention of forced labor to other labor issues such occupational safety and health (OSH), fundamental principles of rights at work (FPRW), and calculating things like salaries, overtime payment, and benefit packages. They also noted that the project should send them to other countries where labor inspection systems are more mature such as Japan, South Korea, and the European countries so they could learn new skills.

> We do not really have a problem with forced labor like before. The government worked hard to eliminate it. I would like to have training on other topics to help me conduct inspections like occupational safety and health. - Labor Inspector.

COHERENCE

Coherence Question
To what extent has the project established links and coordinated with other efforts to address forced labor by key tripartite plus organizations (government, employer and worker organizations, civil society, and other donors). How can the project improve coordination and collaboration with these organizations?

COORDINATION WITH FORCED LABOR ACTORS

The project coordinates and collaborates with a variety of actors involved with addressing forced labor issues at the global level and in the target countries. These actors include government agencies, employer organizations, worker organizations, civil society organizations, international organizations, and international cooperation projects focused on forced labor. To help ensure coordination and avoid duplication of efforts, the project conducted a pre-situational analysis in each target country that included a mapping exercise of other actors addressing forced labor issues. In addition, as part of the Alliance 8.7, alliance members are required to collaborate and coordinate activities.[22] Mauritania, Nepal and Peru are Alliance 8.7 pathfinder countries while Malaysia and Uzbekistan, thanks to the Bridge Project efforts, have indicated strong interest in and are taking the necessary steps towards becoming pathfinder countries.[23] Pathfinder countries accelerate efforts, try new approaches, and collaborate with others to achieve Target 8.7.

Below, coordination and collaboration efforts with these forced labor actors are summarized by the global level and target countries.

Global

At the global level, the project collaborated with the International Trade Union Congress (ITUC), International Organization of Employers (IOE), and International Parliamentary Union (IPU). It also collaborated with several key ILO departments and centers. International Labour Standards Department (NORMES), Skills and Employability Branch (SKILLS), Global Business Network on Forced Labour (GBNFL), Information and Technology (INFOTEC), International Training Centre of the ILO (ITCILO), and the Labour Migration Branch (MIGRANT). The Bridge project also collaborated with other projects within the Fundamental Principles and Rights at Work (FPRW) branch.

In general, stakeholders commented that the Bridge Project collaborated effectively with other international organizations and ILO departments and centers to coordinate efforts aimed at addressing forced labor. The project collaborated effectively with ITUC and IOE on the 50 for Freedom Campaign and with IPU on the *Handbook for Parliamentarians*. The project collaborated with ILO FUNDAMENTALS, MIGRANT, and ITCILO on the development of the media training tool kit that broadened the impact of the tool kit well beyond the Bridge Project. The Bridge Project also worked closely with SKILLS to develop a training course on forced labor and lifelong learning.

The project also collaborated with NORMES and the research unit in FUNDAMENTALS on the launch of the Forced Labour Observatory (FLO). One ILO representative who oversees the FLO told the evaluation team that she is very satisfied with the support from the Bridge Project that helped get FLO the recognition it deserved from ILO actors. However, she and other ILO staff noted that many in the ILO do not know about the Bridge Project and its achievements.

[22] Alliance 8.7 is a global alliance focused on Sustainable Development Goal 8.7, which is to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms: https://www.alliance87.org/the-alliance/
[23]: https://www.alliance87.org/pathfinder-countries/

The Bridge Project should think about communicating its achievements to other ILO departments and branches, so they learn about its successes. - ILO Representative.

The Bridge Project provided funds to the ILO's GBNFL to support consultation activities, which was an important source of income for GBNFL. In turn, GBNFL collaborated with the Bridge Project to support private sector activities in Malaysia implemented by the Malaysian Employers Federation. However, according to GBNFL staff, collaboration with the project to facilitate the involvement of the private sector to address forced labor could be strengthened. One way to strengthen the collaboration would be to include GBNFL and its members in the Alliance 8.7 pathfinder country processes to support the private sector to take forward actions identified as well as to engage and advocate with governments for more sustainable solutions.

Malaysia

In Malaysia, the project collaborated with key tripartite plus organizations including the Department of Labor (DOL), Ministry of Human Resources (MOHR), Ministry of Women, Family, and Community Development (MOWFCD), Attorneys General Chamber (AGC), Ministry of Plantation Commodities (MPC), Department of Statistics Malaysia (DSM), Judicial and Legal Training Institute (ILKAP), Council for Anti-Trafficking in Persons (MAPO), Malaysia Employers Federation (MEF), Malaysia Palm Oil Board (MPOB), Malaysia Trade Union Confederation (MTUC), Human Rights Commission (SUHAKAM), and United Nations Children's Fund (UNICEF)).[24]

According to the former Bridge project coordinator for Malaysia, the Alliance 8.7 eventually became the project's main mechanism to collaborate and coordinate with government, civil society, private sector, and universities. At the beginning of the project, the main mechanism to coordinate with stakeholders was developing the national action plans. She also noted that the Bridge Project collaborated closely with the European Union funded *Fair and Safe* project and the *Protecting the Rights of Migrant Workers through Empowerment and Advocacy and Support for Labor Law and Industrial Relations Reform* projects funded by ILAB.

Nearly all stakeholders who were interviewed commented that the project collaborated effectively with key actors working on forced labor issues in Malaysia. They noted that the Bridge Project invited these actors to meetings to coordinate activities and leverage resources. The exceptions were that some stakeholders opined that the project could have involved more NGOs that were working on forced labor issues. One MTUC representative explained that the Bridge Project could have consulted more with trade unions on how to approach and work with the government on forced labor.

Mauritania

In Mauritania, the project collaborated with the Ministry of Public Service, Labor and Modernization of Administration (MFPTMA), Ministry of Justice (MJ), Ministry of Social Affairs, Children and the Family (MASEF), ITUC, SOS Esclaves, and the Office of the United Nations High Commissioner for Human Rights (OHCHR). The collaboration with the employment and justice ministries focused largely on training and other awareness raising activities. In 2017, ITUC worked with key Mauritanian trade unions on awareness raising on forced labor. SOS Esclaves was one of the project's key implementing partners.

[24] DOL includes Department of Labour Peninsular Malaysia; Department of Labour- Sabah, and Department of Labour Sarawak.

The collaboration with OHCHR, according to the project coordinator, was key since OHCHR had an agreement to work with the government. The project leveraged this agreement to access and train key justice actors in the country.

The project intended to work closely with the MFPTMA and other actors to conduct a quantitative survey on slavery in Mauritania that would lay the groundwork for other interventions. The government did not want to conduct the survey and, according to key stakeholders, has been reluctant to acknowledge the extent to which slavery and forced labor existed in the country, which impeded effective collaboration with some ministries, especially at the national level.

> You have to understand that slavery in Mauritania is a complex issue that has involved social, cultural, economic, and political factors for hundreds of years. It will take many years to change attitudes of people like politicians and government officials. - NGO Representative.

Nepal

The project collaborated with a range of ministries and other government institutions including Ministry of Labor, Employment and Social Security (MOLESS), Ministry of Land Management, Cooperatives and Poverty Alleviation (MOLCPA), Ministry of Women, Children and Senior Citizen (MOWCSC), Attorney General Office (AGO), Central Bureau of Statistics (CBS), Council for Technical Education and Vocational Training (CTEVT), National Skill Testing Board (NSTB), and National Judicial Academy (NJA).

At the provincial levels the project worked closely with governments, particularly Ministry of Social Development (MOSD) and the Ministry of Land Management, Agriculture and Cooperatives (MOLMAC) in Sudurpaschim, Karnali and Madhesh provinces. At the local level, the project coordinated with the Office of Land Revenue, District Coordination Committees, and the local governments.

The project developed close working relations with bonded labor groups, trade unions and NGOs addressing bonded labor and forced labor issues. They include Rastriya Mukta Haliya Samaj Federation-Nepal (RMHSF-N), District Haliya Mukta Samaj (DHMS), Dalit Society Welfare Committee Nepal (DSWCN), Freed Kamaiya Women Development Forum (FKDF), Rastriya Haruwa-Charuwa Adhikar Munch (RHCAM), Haruwa-Charuwa Network (HCN), Rastriya Dalit Network (RDN), General Federation of Nepalese Trade Union (GEFONT), All Nepal Trade Union Federation (ANTUF), Nepal Trade Union Congress (NTUC), Joint Trade Union Coordination Committee (JTUCC), Forced Labor Elimination Advocacy Group (FLEAG), Human Resources Centre (HRC), National Human Rights Commission (NHRC), Rastriya Dalit Network (RDN), and Swantatrata Abhiyan Nepal (SAN).

In addition to these collaborating organizations, the project contracted four organizations to implement the livelihood interventions. These four organizations are discussed in more detail as success factors in the effectiveness section under the achievement of project objectives.

Interviews with these stakeholders suggested that the collaboration and coordination was effective. More specifically, the Bridge collaborated and coordinated with:

- FLEAG, trade unions (GEFONT, ANTUF, NTUC), and human rights organizations (RMHSF-N, HRC, RDN, and SAN) to advocate for the ratification of the Protocol and lobbying for drafting the comprehensive bonded labor bill referred to as the Integrated Forced Labour Act.
- CBS in conducting Nepal Labor Force Survey incorporating forced labor issues in a separate survey module. This has been now institutionalized and will be continued in future periodic labor force surveys conducted by CBS.

- UNICEF to conduct a comprehensive study on Employment Relationship Survey in the Brick Industries to assess the situation of forced labor and child labor in the brick making sector.
- ILO and other projects. For example, the project is cost sharing and conducting joint activities with the Asia Regional Child Labor Program, FAIR Project, and the Welcome Home Project. These projects collaborated to provide training on forced labor to journalists, a study on the status of forced labor and child labor in the agriculture sector in Madhesh province, a study on the situation of "haliya" in Karnali province, and on skills testing of the "haliya" and "haruwa-charuwa".
- Rashtriya Haliya Mukti Samaj on a project implemented in Kanchanpur, Bajura, Jajarkot, and Surkhet to address issues of freed "haliya", particularly focusing on skill testing and connecting the beneficiaries with the local government and local employers for sustainable livelihood.
- MOLESS, to establish a drafting committee on the Comprehensive Forced Labor Act and Gap Analysis of the Application of ILO Protocol 29;
- MOLCPA on the drafting of an integrated rehabilitation strategy for the rehabilitation of ex-bonded labor and on the mid-term review of the National Plan of Action on Combating Trafficking in Persons.
- Municipality officials in Siraha and Saptari districts along with Rastriya Haruwa-Charuwa Adhikar Munch representatives to conduct joint monitoring activities where the trainees of livelihood interventions are employed or working as wage earners in the municipality.
- UN agencies, national government agencies, and provincial governments to form FLEAG working on forced and bonded labor.
- NJA to produce a training manual on forced labour and train justice sector actors, law enforcement agencies, public prosecutors, trade unions, and civil society organizations.
- The research organization, New ERA, on the *Research on Forced Labour and Child Labour in the Agricultural Sectors in Siraha and Saptari*. The study aims to provide evidence of child labor and forced labor in the agriculture sector among "haruwa-charuwa" households. The study was not yet publicly available at the time of the evaluation.

Niger

The project worked with key forced labor actors including Ministry of Employment, Labor, and Social Security (METSS), Ministry of Justice (MJ), Ministry of Vocational and Technical Education (MEPT), Support Fund for Vocational Training and Apprenticeship (FAFPA), National Agency for Combating Trafficking in Persons (ANLTP), National Commission for the Coordination of the Fight against Trafficking in Persons (CNCLTP), National Commission for Human Rights (CNDH), Consulting, Study and Training (COSEF), Institute for Training on Information and Communication Techniques (IFTIC), National Institute of Statistics (INS), School of Sponsorship and Development Actions (EPAD), and the Trades Training Center (CFM). The project also collaborated with the MAP 16 project funded by ILAB and implemented by the ILO.[25]

[25] MAP 16 project aims to (1) improve the knowledge base on child labor, forced labor and human trafficking; (2) improve awareness of these issues through the use of data-driven techniques; (3) strengthen policies and improve the capacity of governments and other stakeholders to combat child labor, forced labor, and human trafficking through national, regional, and global initiatives; and (4) strengthen partnerships to accelerate progress in combatting child labor, forced labor, and human trafficking.

Like Nepal, the Bridge Project in Niger contracted organizations to implement the livelihood interventions. These organizations are discussed in more detail as success factors in the effectiveness section under the on achievement of project objectives.

These actors that were interviewed noted that the project's interventions were consistent with the country's policies and strategies to address slavery and forced labor. Overall, the livelihood beneficiaries commented that the project provided important livelihood assistance in a highly participatory manner.

These stakeholders also commented that while the project collaborated effectively, the collaboration could be improved in the future. They suggested the following ways to improve it.

- Develop and maintain strong relationships with key organizations and stakeholders working on forced labor, including more regular communication.
- Identify areas of overlap and potential synergies between the project and other initiatives, and explore opportunities for joint programming or resource sharing.
- Involve key stakeholders in project design and planning, to ensure that their perspectives and expertise are incorporated into project activities and outcomes.
- Foster an environment of transparency and accountability, sharing project updates and progress with key stakeholders, and soliciting feedback and input on project performance and impact.
- Develop a shared understanding of project objectives and outcomes with key stakeholders, and establish clear roles and responsibilities for all parties involved in the project.

Peru

In Peru, the project collaborated with the Ministry of Labor and Promotion of Employment (MTPE), Ministry of Justice and Human Rights (MINJUS), Ministry of the Interior (MININTER), Peru National Police (PNP), National Institute of Statistics and Information (INEI), National Commission for the Fight Against Forced Labor (CNLCTF), GLOBALG.A.P, FONDOEMPLEO, National Office for the Justice of Peace and Indigenous People's Justice (ONAJUP), Autonomous Central of Peruvian Workers (CATP), National Union of Domestic Workers (SINTRAHOGARP), the Criminality Observatory of the National Prosecution Office, Regional Education Directorate (Tumbes and Ucayali), and the Peruvian Catholic University (PUCP).

According to project staff, coordination and collaboration with key actors working on forced labor occurs at the level of the CNLCTF because it includes most of these key actors. Overall, key stakeholders who were interviewed believe the project has collaborated effectively with key actors addressing force labor in Peru. A representative of the MTPE explained that the project started by conducting a diagnostic to identify key actors by sector who were responsible for addressing forced labor so the project could coordinate with them. In particular, collaboration with the PNP led to the creation of a unit dedicated to investigating forced labor cases, which was not anticipated when the project started.

The project contracted PUCP to provide forced labor training. Training participants commented that the training was professional and delivered by respected professors at the university. In particular, training participants explained that completing the forced labor training and receiving a certificate from PUCP, which is a high respected national university, was especially important.

It was a very good idea for the Bridge Project to hire PUCP to conduct training on forced labor. PUCP is one of the most respected universities in Peru so receiving a certification from PUCP motivated us and made us very proud. - Training Participant.

While the project worked to improve coordination and collaboration between national actors responsible for addressing forced labor, some stakeholders noted that the coordination and information sharing between government agencies is weak in Peru. Different government agencies implement disperse approaches and programs with the same communities but with little to no interagency coordination and information sharing. These stakeholders commented that the ILO should do more to help government agencies integrate their plans and programs to increase efficiency and effectiveness.[26] Other stakeholders believe that the project could have done more to reach out to more civil society and religious organizations that could play a key role in addressing forced labor.

It is common to find government agencies implementing forced labor programs in the same communities with little or no coordination and information sharing. - Regional Government Representative.

Uzbekistan

It should be noted that there are not many organizations addressing forced labor In Uzbekistan. The project collaborated primarily with the Ministry of Employment and Labor Relations, Confederation of Employers, Federation of Trade Unions, and journalists on forced labor training. Project staff explained that future activities will focus on helping the tripartite commission with social dialogue processes and coordinate with the Solidarity Center, which recently started to implement a project focused on forced labor.

Based on interviews with these key stakeholders, the project coordinated and collaborated in planning and conducting the forced labor training. They also noted that the communication and information sharing with the project has been overall effective.

EFFECTIVENESS

Effectiveness Questions
To what extent has the project accomplished its primary objectives and planned outcomes? What are the key factors that facilitated or limited the achievement of these objectives and outcomes?
How can future project interventions build on and scale the achievements, including the facilitating factors, while addressing the hindering factors?
How effective has the project's capacity building activities been (online trainings, e-learning courses, in-person trainings, capacity-building with NGOs)? How can capacity building activities be improved for the next phase of the project?
To what extent has the project addressed the midterm evaluation recommendations and what difference did they make in project performance?

[26] According to project staff, the project is trying to address the coordination issue in Peru through the formulation of the Intersectoral Protocol against forced labor.

Effectiveness Questions
How effective were the livelihood interventions in Nepal and Niger? How can livelihood interventions be improved for new phases of the project?
To what extent does the project's CMEP provide a valid means to monitor project progress and achievements; and to what extent has the M&E system been effectively used by the project to inform management decision making?

ACHIEVEMENT OF OBJECTIVES

This section includes a summary of an assessment of the achievement of the project indicator targets for the project objective and the five IOs and their SOs.[27] The full assessment appears in Annex G. Please refer to Annex G for a more complete and technical discussion.

PROJECT OBJECTIVE: IMPROVE THE COUNTRIES' CAPACITY TO ADDRESS FORCED LABOR.

Table 4 shows the project objective's two indicators, the end of project (EOP) targets, achievements, and the achievement status.

Table 4: Project Objective Indicators and Performance

Indicators	Target	Achieved	Status
Number of countries that have reached at least one of the criteria of the USDOL capacity indicator[28]	6	3	-3
Number of countries that ratify the ILO Protocol on forced labor	36	59	+13

The project reported that Malaysia, Nepal, and Peru achieved at least one of the USDOL capacity criterion. Malaysia and Peru reported achieving seven and six criteria, respectively. These included a mix of policies, national plans, legal frameworks, and institutionalization of training. Nepal reported the achievement of its third labor force survey. Mauritania and Niger did not report achievements for any of the USDOL capacity indicators.

It should be noted that the second indicator reports all countries in the world that have ratified the ILO Protocol. The project set a target of 36 countries to ratify the Protocol and reported that as of October 2022, 59 countries ratified the Protocol. Five project countries have ratified the Protocol including Malaysia, Mauritania, Niger, Peru, and Uzbekistan. Nepal has yet not ratified the Protocol.

IO 1: Increased knowledge, awareness, and ratification of the ILO Protocol and Recommendation No. 203

Table 5 shows IO 1's SO, indicators, the EOP targets, achievements, overall performance status. The 50 for Freedom is ILO's global campaign to end forced labor and aims to convince at least 50 countries to ratify the ILO forced labor Protocol. The project set a target of 42,175 individuals to sign-on to the campaign and reported an achievement of 96,891 registrations, significantly exceeds the target by 54,716. According to project staff, the project initially set low targets because it was difficult to predict how many people would sign-on to the campaign. Although the project

[27] While the project reports on both output and outcome indicators, the assessment of achievements is focused on the project's supporting objectives (SO) and their indicators (effects) since this is the final evaluation.
[28] The USDOL capacity indicators include (1) adaptation of legal framework to meet ILS; (2) formulation of policies, plans or programs to combat forced labor; (3) inclusion of force labor in relevant development, education, anti-poverty, and other social policies and programs; (4) institutionalization of forced labor research; and (5) institutionalization of forced labor training.

decided to increase the targets based on actual sign-on data in pervious reporting periods, the rate of achievement over four reporting periods from 2021 to 2022 was more than twice the target values (target: 16,000; achievement 38,535).

Table 5: Supporting Outcome 1.1, Indicators, Targets, and Performance

Supporting Outcomes and Indicators	Target	Achieved	Status
SO 1.1: Increased public awareness and knowledge on the issue of forced labor			
Number of people registered on 50 for freedom platform	42,175	96,891	+54,716
Number of media products on forced labor or fair recruitment produced by trained journalists	44	73	+19
Number of individuals reached by the cartoon campaign	4,000	4,354	+354

The project aimed to have 44 media products developed by trained journalists by the end of the project and reported that 73 media products were developed and published. These include Malaysia 14, Nepal 36, Niger 19, Peru 1, and Uzbekistan 3. Geneva (global level) and Mauritania have not yet developed and published media products on forced labor.

The forced labor cartoon campaign is ILO's international effort that aims to elicit cartoons with powerful anti-slavery messages.[29] The project set a target of reaching 4,000 individuals in the world with the cartoon campaign and reported it has reached 4,354 including 1,937 engagements with the cartoon content in 2021 and 735 in 2022. According to project staff, the engagement rate was high during the promotion of the cartoon competition, which took place in 2021. The engagement declined the following year because the cartoon exhibition was postponed due to COVID-19 but has regained momentum since January 2023 with an additional 1,682 persons reached.

IO 2: Improved and responsive national policies and/or action plans and/or legislation on forced labor with strong implementation, monitoring and enforcement mechanisms

Table 6 shows IO 2's two SOs, their indicators, the EOP targets, achievements, overall performance status. For the indicator for SO 2.1, the project set a target of 10 policies, action plans, or legislations and reported it achieved 10. Nine were developed and adopted in Malaysia (5) and Peru (4) while one occurred in Mauritania.

To measure increases in knowledge, the project set an average training post-test target of 65 percent and achieved an average 78 percent post-test score over the six target countries. The second indicator to measure increases in knowledge is the availability of e-learning training modules. The project set a target of five e-learning modules available and reported that two have been achieved; one in Malaysia and another in Peru. One of the project's main e-learning products is a set of modules on forced labor topics being developed by ITCILO. At the time of the evaluation, these e-learning materials were still being developed. It is important to note that since the project did not have an indicator to assess the use of the e-learning courses, the evaluation team was unable to determine its effectiveness on addressing forced labor. In hindsight, it would have been useful to have had an indicator to assess how participants used the newly acquired knowledge gained from the e-learning courses.

[29] https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_815631/lang--en/index.htm

Table 6: Supporting Outcomes 2.1 and 2.2, Indicators, and Performance

Supporting Outcomes and Indicators	Target	Achieved	Status
SO 2.1: Target countries with updated policies and/or integrated national action plans and/or legislations			
Number of policies and/or NAPs and/or legislations that have been adopted to include forced labor	10	10	0
SO 2.2: Enhanced knowledge among individuals from relevant institutions to combat FL			
Percentage of trained stakeholders with sufficient knowledge on forced labor	65%	78%	+13%
E-learning modules publicly available on forced labor	5	2	-3

IO 3: Increased efforts to collect reliable data in order to carry out research and share knowledge across institutions at national, regional, and global levels

Table 7 shows IO 3's SO, its indicator, the EOP target, achievement, overall performance status.

Table 7: Supporting Outcome 3.1, Indicators, and Performance

Supporting Outcome and Indicator	Target	Achieved	Status
SO 3.1: Increased data available on forced labor			
Number of statistical surveys and/or studies publicly available	14	9	-5

The project aimed to produce 14 surveys or studies on forced labor topics and achieved nine including five in Malaysia, two in Nepal, and two in Peru.[30] There are another seven surveys and studies in the process of being conducted, completed, or approved for publication. They include two qualitative studies in Mauritania, two rapid assessments in Nepal, a forced labor survey and a qualitative study on "wahaya" in Niger, a study on forced labor in Peru,.

The seven studies that have not been completed and published yet have experienced delays. In Mauritania, the delay can be attributed the difficulty in working with the government and the decision to link the studies to the social dialogue process, which is time consuming. The Nepal studies have not been completed yet because they are relatively new. They were only added in 2022 during the project modification. The labor force survey in Niger was delayed because the ILO staff person overseeing the research resigned. Since the research unit had other commitments, the project decided to hire the previous staff member (who was already familiar with the survey) as a consultant to finish the report.

IO 4: Workers' and employers' organizations actively support the fight against forced labor

Table 8 shows IO 4's three SOs, their indicators, EOP project targets, achievements, and performance status. The project set a target of 215 entities participating in the GBNFL and

[30] It should be noted that for the study in Malaysia on the palm oil sector the project, based on an agreement with the Malaysian government, provided support to develop of the survey methodology but was not responsible for any subsequent steps such as data collection, data cleaning, data analysis, and report writing).

reported that 1,109 entities had participated.[31] These include the participation of companies of all sizes in GBNFL events, steering committee meetings, webinars, and conference calls. It should be noted that GBNFL activities include those not funded by the Bridge Project. According to project staff, the target of 215 entities was set in 2017-2018 when the structure of the GBNFL was not clear. Once GBNFL was launched in 2018, the number of business networks, especially those involving SMEs, was much greater than anticipated when the target was established. The project also notes that moving events and meetings to online formats, necessitated by the COVID-19 pandemic, facilitated the participation of many more enterprises than was envision using primarily face-to-face formats.

Table 8: Supporting Outcomes 4.1, 4.2, and 4.3, Indicators, and Performance

Supporting Outcomes and Indicators	Target	Achieved	Status
SO 4.1: Increased involvement of employers' organizations, business and other stakeholders in the fight against forced labor			
Number of entities that actively participate in the Forced Labor Network	215	1,109	+894
SO 4.2: Increased capacity of trade unions to contribute to the fight against forced labor			
Number of trade unions that conduct a follow-up activity against forced labor after ITUC or Bridge Project support	18	17	-1
SO 4.3: Increased social dialogue between Employers' and Workers' Organizations on FPRW, including forced labor in Mauritania			
Number of draft collective agreements including FPRW developed by social partners in Mauritania	2	4	+2

For the SO 4.2 indictor, the project set a target of 18 trade unions that would conduct follow-up activities such as meetings, dissemination of information, and trainings. The project reported that 17 trade unions conducted follow-up activities including five at the global level in collaboration with ITUC and another two; one in Paraguay and one in Myanmar (not Bridge Project target countries). In addition, the project reported trade union follow-up actions in Malaysia (1), Mauritania (4), Nepal (3), Niger (1), and Peru (1).

The indicator for SO 4.3 aimed to develop two draft collective agreements in Mauritania and ended up developing four. In 2021, one draft collective agreement was developed for the costal artisanal fisheries and another for domestic employment. In 2022, a draft collective agreement was developed for the agro-pastoral sector but, according to the project, it is unlikely that it will be adopted. Also in 2022, a draft agreement of fish capture was developed and evaluated.[32]

IO 5: Strengthened awareness and livelihoods programs for victims of forced labor

[31] The GBNFL consists of 20 members that include five international companies, eight employer and business membership organizations, and seven business networks. Various countries are represented on the business organizations and networks including Brazil, Ivory Coast, Malaysia, Philippines, Thailand, Uganda, the United States. https://flbusiness.network/wp-content/uploads/2022/07/ilo-gbnfl_member-list_july22.pdf

[32] The draft collective agreement on fish catch includes (1) an agreement between the shipowners, the captains and the seamen determining the system of sharing and equitable remuneration of the catch for decent and productive work in artisanal and coastal fishing and (2) Agreement between the millers and the *Ndayate* women for access to the 2% of the catch through the distribution and transport of fish in hygienic conditions and at a fair price for local consumers.

Table 9 shows IO 5's SO and its two indicators, EOP targets, achievement the performance status for livelihood interventions in Nepal and Niger. The indicator values presented in the table are based on the results of the endline surveys conducted in Nepal and Niger.

The first livelihood indicator aimed to increase the income of 53 percent of livelihood beneficiaries. Based on the endline survey results, 62 percent of beneficiaries in Nepal and Niger reported increases in their income (combined average income increase). This represents an overachievement of the target by nine percent. Nepal beneficiaries reported an average increase of 71 percent while beneficiaries in Niger reported a 50 percent increase.[33]

Table 9: Supporting Outcome 5.1, Indicators, and Performance

Supporting Outcome and Indicators	Target	Achieved	Status
SO 5.1: Forced labor victims with increased livelihood opportunities and access to information on relevant services			
Percentage of livelihood participants with improved livelihoods	53%	62%	+9%
Percentage of individuals that apply the skills they learn from project training in their work during the year following training	60%	80%	+20%

The second indicator aimed to have 60 percent of beneficiaries applying the skills they learn from training in their work during the year following training. Based on the endline surveys, nearly 80 percent of beneficiaries in Nepal and Niger reported that they applied acquired skills, which exceeds the indicator target by 20 percent. The Nepal beneficiaries reported an average 82 percent use of skills while beneficiaries in Niger reported an average 78 percent use of skills that they acquired from training.

USDOL STANDARD INDICATORS

ILAB's Office of Child Labor, Forced Labor, and Human Trafficking (OCFT) requires its grantees to collect comparable information related to the outputs and outcomes using a set of **standard indicators**.[34] These standard indicators are combined and used to broadly measure the contributions and outcomes of OCFT grantees as part of international efforts to combat child labor, forced labor, and other violations of labor rights. Table 10 shows the OCFT standard indicators that the project reports on along with the EOP target, achievements, and performance. Note that these are livelihood and education services indicators for Nepal and Niger only.

Table 10: OCFT Standard Indicators and Performance

Indicators	Target	Achieved	Status
L2. Number of adults provided with employment services	4,600	5,149	+549
L6. Number of individuals provided with a livelihood service	1,500	1,515	+15
OS1. Number of adults provided with other services	100	352	+252

[33] 71% of beneficiaries in the three of the four districts reported increased income. The fourth district does not have a baseline income value so it cannot be included.

[34] https://www.dol.gov/sites/dolgov/files/ILAB/FINAL%2008232019%20-%20Companion%20Guide%20to%20OCFT%20Standard%20Indicators.pdf

Indicators	Target	Achieved	Status
E3. Number of children engaged in or at high risk of entering child labor provided non-formal educational services	40	1,505	+1,465

Indicator L2. The project aimed to provide 4,600 adults with employment services and has provided services to 5,149. The employment services target for Nepal is 3,200 and the project reported providing employment services to 3,884 adults in the areas of livelihood and business skills. The employment services target for Niger is 1,400 and the project reported providing services to 1,265 adults. These include vocational training that focused on fattening and processing livestock, how to start and improve your business, and life skills training and literacy. These beneficiaries also received tool kits.

Indicator L6. The project aimed to provide 1,500 adults with livelihood services and achieved 1,515. In Nepal, the project targeted 1,100 adults with livelihood services consisting primarily of vocational training and reported providing vocational training to 1,115 adults (455 males and 660 females). In Niger, the project targeted 400 adults with livelihood training and achieved this target. The project provided training to 400 women in the regions of Tahoua and Agadez on fattening and animal product processing as well as cosmetics.

Indicator OS1. In the Bridge Project, OS1 aimed on provide 100 victims of forced labor in Niger with identify cards that facilitate their socio-economic integration. To date the project has issued national identity cards to 352 adults.

Indicator E3. The project targeted 40 children in Niger engaged in or at high risk of entering child labor with non-formal educational services. While the project targeted only 40 children with non-formal education services, it reported an achievement of 1,505 children receiving education services (941 males and 564 females). These include 1,305 children of "wahaya" who received birth certificates, which allow them to attend school, and 200 children who received school kits. According to project staff, the project initially decided to target 40 school-age children of the 400 women livelihood beneficiaries for education services. However, after the target was established, the project decided to broaden the scope that included adding a new implementing partner that focused on assisting children to acquire birth certificates, which helps explain the overachievement of this indicator target.

FACTORS AFFECTING ACHIEVEMENTS

The evaluation team identified a variety of factors that facilitated or limited the achievement of project objectives. Key **facilitating factors** are summarized below:

ILO Mandate, Network, and Resources

The ILO is an agency of the UN whose mandate is to advance social and economic justice through setting international labor standards primarily through a series of conventions and treaties. The ILO is also a major contributor to international labor law. Its unique mandate, credibility, international network, and resources facilitated the achievement of IO 1 by allowing the ILO to develop world class websites and other social media mechanisms to create awareness about forced labor while promoting the ILO's Recommendation No. 203 and the Protocol.

ILO Historical Technical Support to Governments

Historically, the ILO has provided technical assistance to governments to develop or improve national policies, national action plans, and legislation on labor related issues. This experience and

credibility with governments facilitated key achievements under IO 2 such as national action plans on forced labor.

International Conference of Labor Statisticians

The International Conference of Labour Statisticians (ICLS) is globally recognized as the standard-setting body for labor statistics that makes recommendations in the form of resolutions and guidelines, which are approved by the ILO's governing body. The ILO convenes the ICLS approximately every five years. In October 2018, guidelines on the measurement of forced labor were endorsed by the 20th session of ICLS, representing a critical step forward towards the improved measurement and monitoring of forced labor.[35] The Bridge Project supported ICLS to develop definitions, indicators, and guidance for forced labor surveys facilitated the achievement of the studies and surveys conducted under IO 3.

ILO Tripartite Process and Convening Power

The ILO uses a tripartite process that involves working closely with government, employer organizations, and worker organizations on labor issues. The tripartite process requires the ILO to consult and ascertain approval from the representatives of governments, employers, and workers for ILO standards, policies, and programs. This approach has helped the ILO build relationships, gain credibility, and develop the ability to convene these tripartite organizations. The ILO's tripartite process and convening power facilitated the achievement of IO 4 by allowing it to work with GBNFL and ITUC implement forced labor awareness raising activities and follow-up activities in Malaysia, Mauritania, Nepal, Niger, and Peru.

Host Government Commitment

The commitment of governments to address forced labor was noted by stakeholders in several countries as a key facilitating factor. These include Malaysia, Niger, Peru, and Uzbekistan. In Malaysia, nearly all stakeholders interviewed noted that the Bridge Project started at the same time that the government was under international pressure, including economic sanctions, to address forced labor among documented and undocumented migrant workers. In Peru, project staff explained that key government agencies, especially the MINJUS, were committed and motivated to addressing forced labor that led to strong collaboration. In Uzbekistan, the government displayed a strong political will to address forced labor, especially in the cotton sector, due to international pressure and negative implications for cotton exports.[36]

> The timing of the Bridge Project was ideal. The government as well as businesses were ready to address forced labor due to economic and trade issues the country faced from some countries and international organizations. - University Representative.

Livelihood Intervention Implementing Partners

The Bridge Project chose appropriate and credible implementing partners for the livelihood interventions in Nepal and Niger. In Nepal, the project identified and selected four implementing partners. These include Underprivileged Children's Educational Program (UCEP), Rastriya Haliya

[35] Guidelines concerning the measurement of forced labor. ICLS/20/2018/Guidelines 20th International Conference of Labor Statisticians, Geneva, 10-19 October 2018 https://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/meetingdocument/wcms_648619.pdf

[36] The Cotton Campaign, an alliance of human rights nongovernmental (NGO) groups, trade unions, and business associations, encouraged boycotting (The Pledge) Uzbekistan cotton due to forced labor by the state owned cotton enterprises: https://www.hrw.org/news/2022/03/11/uzbekistan-ends-systemic-forced-labor-civil-society-says

Mukti Samaj Kanchanpur (RHMS), Human Resource Centre (HRC), and The Trade Link Technical Training Institute (TLTTI). UCEP is responsible for construction-based training for "haliya" in Kanchanpur, Bajura, Surkhet, and Jajarkot. RHMS is responsible for technology and transportation trainings for "haliya" in Kanchanpur while HRC is responsible for agriculture-based training in Bajura. TLTTI is responsible for livelihood skills training for "haruwa-charuwa" participants in Siraha and Saptari.

In Niger, the project selected the Timidria Association that serves as the project's direct implementing partner for livelihood interventions. Timidria is a human rights organization dedicated to eradicating slavery in Niger. While, according to some stakeholders, Timidria experienced difficulties in the past working with government authorities and traditional leaders, it has nevertheless developed significant expertise in the field of human rights protection and the defense of minority rights, which is why the project sub-contracted Timidria as an implementing partner.[37] For the education component including the school enrollment support, the project partnered with the human rights and education NGO EPAD and national statistical institution for the national survey on forced labor.

In both Nepal and Niger, the implementing partners developed confidence to effectively implement and monitor including livelihood interventions with vulnerable groups. The training partners also increased capacity and are capable of imparting skills development and vocational training. Interviews with project staff and other key stakeholders noted that the implementing partners were a key factor to the success of the Bridge Project in both Nepal and Niger.

Key **hindering factors** that the evaluation team identified are summarized below:

COVID-19

The COVID-19 pandemic was the most important hindering factor. At the global level, COVID-19 overwhelmed both mainstream and social media that hindered the ability of the ILO to communicate critical information about forced labor through its platforms such as the 50 for Freedom website and social media. In addition, restrictions on travel and social distancing protocols in the Bridge Project target countries forced the project to postpone training, meetings, livelihood interventions, and other key activities or move them to remote formats.

National Elections and Changes of Key Government Personnel

Changes in government personnel delayed work on critical outputs such as the NAPFL in Malaysia and the forced labor bill in Nepal. It also contributed to the cancelation of the transportation activity in Peru. In Mauritania, the labor minister, who was a strong supporter of the Bridge Project left the government and was replaced subsequently by four ministers who were less supportive. The lack of support led to delays and modification to project activities. In Niger, the Minister of Employment, Labour and Social Protection, who died in May 2020 as a result of COVID 19, was replaced as well as the Director General of Labour and the Director General of the National Agency to Combat Trafficking in Persons. In addition, national elections delayed project activities in Mauritania, Nepal, Niger and Peru.

Government Bureaucracy

In Malaysia, the government was reluctant to share draft laws and operating procedures with the project due to internal policies on the dissemination of these documents. In addition, cooperation from the AGC, according to the project, was inconsistent. In Mauritania, the project reported that

[37] The evaluation team believes that these difficulties likely surfaced as a result of differences in values of some government and traditional leaders (including current or former slave masters) and Timidria that has a strong focus on human rights.

highly centralized decision making slowed the pace of implementation. In Nepal, police training and work on the insertion of the forced labor in the national labor survey were delayed because the MOLESS had not yet implemented the new Labour Act of 2017 at that time.

Other Hindering Factors in Mauritania, Niger, and Peru

In **Mauritania**, the government did not approve the planned statistical survey to document forced labor and was generally reluctant to acknowledge the existence of slavery practices in the country that delayed project activities and eventually led the project to change its approach to focus on social dialogue.

One factor that hindered implementation in **Niger** was the unwillingness of trainers to travel to certain project areas to deliver life skills and entrepreneurial training due to the security situation, which caused the implementing partner to recruit new trainers who were willing to travel to these areas. Another was delays in the allocation of funds that delayed activities such as the study on the reasons for understanding the limited number of prosecutions for slavery. The delays were caused by administrative and financial procedure that delayed cash advances by three to four weeks.

In **Peru**, a national teachers' strike delayed work in schools while technical problems integrating Human Trafficking Registration System with Strategic Information System for Human Trafficking hindered the integration of databases between the national police and the public prosecutor's office.

Building on and Scaling Achievements

Key stakeholders agree that the project should build on its demonstrated successes and strengths in each country for the second phase of the project. Table 11 summarizes the successes and strengths that the project could leverage during the next phase of the Bridge Project.

Table 11: Summary of Bridge Project Successes and Strengths by Country

Country	Successes and Strengths
Malaysia	Key stakeholders in Malaysia are highly committed to addressing forced labor, especially the government. One of the project's major achievements is the NAPFL and the government's commitment to implement it. The Bridge Project in Malaysia also contributed significantly to Malaysia's renewed commitment, through the ratification of Protocol of 2014 to the Forced Labour Convention 1930, to fight against forced labor in all forms, including human trafficking. The ILO might build on the government's commitment to implement the NAPFL by providing strategic technical assistance to ensure it is effectively implemented and thus has the intended impact on forced labor. Another way to scale up activities that build on the achievements would be to use the models and tools from the palm sector and apply them to other sectors such domestic workers and construction that employ large numbers of migrant workers and forced labor situations exist.
Mauritania	The project shifted its focus from forced labor identification to social dialogue to prevent forced labor in the fishing, livestock, and domestic worker sectors based on tripartite regional consultations organized with the institutional and technical support of the Ministry of Labor (MFPT). The shift led to two new social dialogue projects funded by DRL. These new projects were built on the experience and lessons learned from the Bridge Project. However, most stakeholders interviewed believe that to help victims of slavery and forced labor, the ILO should focus on decent employment and income generating activities, so victims have viable options. While employment and livelihood interventions should be considered as remedies for victims of forced labor, the project decided not to proceed with livelihood interventions because official identification and referral mechanisms to help target victims of forced labor do not exist.

Country	Successes and Strengths
Nepal	The most effective way to scale up activities in Nepal is to build on the strong foundation laid by working with the implementing partners. For example, Rashtriya Mukta Haliya Samaj Federation- Nepal and the Rastriya Haruwa-Charuwa Adhikar Munch have developed strong implementation capabilities, lessons, and good practices which would allow them to scale up livelihood activities elsewhere in Nepal to address forced labor issues. Also, the project's strategy to work with national, provincial, and local levels of government as well as organizations of freed "haliya" is an important foundation that the project can build on to scale up in other areas of Nepal.
Niger	To scale up activities, partnerships could be strengthened with local and national institutions and civil society organizations to reach new areas and beneficiaries targeting vulnerable groups such as girls, people who are out of school, and those who are at high risk of forced labor and slavery. Also, build on the project's innovative approach of using digital platforms for community engagement (WhatsApp group to share messages and facilitate discussions). The project might identify additional digital tools and platforms that can be used to raise awareness and promote the rights of minority groups. This may include social media campaigns, online forums, and mobile apps that provide information and resources to individuals affected by human rights violations. Finally, identify lessons learned and promising practices that could be shared with other organizations to replicate successful Bridge Project interventions and approaches. [38] For example, cheese making may not have been the most appropriate livelihood intervention because the imported animals were susceptible to disease and veterinary services were not available to treat the diseased animals.
Peru	Stakeholders in Peru, including key government ministries, are highly committed to addressing forced labor and implementing the national action plan to combat forced labor. In the second phase, the government will require further technical assistance from the ILO to effectively implement the plan. In addition, stakeholders agree that identifying forced labor cases, rescuing and rehabilitating forced labor victims, and preventing forced labor should be a priority for Bridge in the second phase. The project is planning to support livelihood interventions to address the needs of forced labor victims. Lessons from the livelihood interventions in Nepal and Niger can help inform the design and implementation of these livelihood interventions.
Uzbekistan	Due to international pressure on Uzbekistan to address forced labor, especially in the cotton sector, the government has been committed and motivated to collaborate with the Bridge Project to raise awareness and train labor inspectors. However, according to international human rights organizations as well as the labor inspectorate representatives who the evaluation team interviewed, systemic forced labor has been eliminated. [39] Therefore, nearly all of the labor inspectors trained by the project who were interviewed believe any future project activities should focus on other labor issues such as OSH and FPRW. If the project decides to implement a second phase in Uzbekistan, it would be wise to implement forced labor prevention activities so gains the country as made are not lost. It might also consider responding to labor inspectors request to be trained in other labor topics. The project can build on its successful forced labor training for labor inspectors and journalists by offering training in other priority topics that strengthen labor inspectors so they are more effective.

[38] The DRL funded *Empowerment for Resilience: Survivors Combat Slavery and Slavery-based Discrimination in Mauritania and Niger through Sector-based Social Partnerships and Sub-regional Collaboration* project intends to use Bridge strategies and lessons.
[39] USDOL officials note that while systemic forced labor may have been largely eliminated in the cotton sector, forced labor risks still exist as the production system continues to transition to the cluster model, and isolated forced labor cases attributed to coercion by regional/local authorities were found last year.

EFFECTIVENESS OF CAPACITY BUILDING EFFORTS

The project has invested heavily in capacity building activities. These include training for journalists under IO 1 to write articles and develop other media products to raise awareness about forced labor situations in their countries as well training under IO 2 for labor inspectors, judges, prosecutors, public defenders, and police to identify, investigate, and address forced labor cases. The project also provided training to employer and worker organizations under IO 4 on forced labor topics including how to identify and address forced labor situations in workplaces. Finally, under IO 5, the project provided training to livelihood beneficiaries in Nepal and Niger on a range of vocational skills, entrepreneurship, financial literacy, and life skills. The project has also developed a training of trainer (TOT) methodology that it uses in most of its trainings.

To assess training effectiveness, the evaluation team examined four data points, which include the pre and post-test training scores, online perception survey, key informant interviews, and focus group discussions. The findings from these four data points are summarized below.

Post Training Test Scores

The project assessed the effectiveness of the trainings under IO 2 by administering pre and post-tests to participants to determine increases of knowledge. Overall, the project set the average post-test score target at 65 percent and achieved an average post-test score of 78 percent. As shown in the following table, the project exceeded the targets in each country except Malaysia where it achieved the target.

Table 12: Pre and Post-test Scores by Country

Country	Post-test Score Target	Post-test Score Achievement
Malaysia	70%	70%
Mauritania	55%	73%
Nepal	60%	69%
Niger	70%	76%
Peru	70%	91%
Uzbekistan	60%	80%

A concern mentioned by ILO representatives, project staff, and some government officials regarding the testing was that it does not effectively measure if and how the participants applied the new knowledge and skills and whether knowledge and skills helped achieve the outputs. It would benefit the project to develop a set of indicators to assess how the training was used and what difference it made in achieving outputs and outcomes.

Online Perception Survey

The evaluation team administered an online perception survey to stakeholders who participated in training events provided by the project. The online perception survey methodology is explained in detail in Annex D while the consolidated results of the survey are provided in Annex G. Table 13 shows a summary of training effectiveness. The evaluation team consolidated the responses from survey questions addressing increased capacity, training effectiveness, training quality, and utilization of new knowledge and skills acquired from training. The survey included response options of low, moderate, moderately high, and high for capacity, effectiveness, and quality. The response options for the use of new knowledge and skills was either yes or no.

Seventy-four percent of respondents rated the training as either high (29 percent) and moderately high (45 percent) in increasing their capacity to enforce forced labor laws, prevent forced labor, and assist victims of forced labor. On the other hand, 19 percent of respondents rated training as moderate in increasing their capacity to enforce forced labor laws, prevent forced labor, and assist victims of forced labor while only six percent rated it as low. Respondent rated increased capacity highest for prosecutors, judges, public defenders, labor inspectors, and police while they rated increased capacity slightly lower for government officials, parliamentarians, and anti-trafficking commissions.

Table 13: Online Perception Survey Summary Findings for Training Effectiveness

Rating	Capacity	Effectiveness	Quality	Utilization
Low	6%	5%	2%	
Moderate	19%	19%	4%	
Moderately High	45%	45%	68%	
High	29%	26%	24%	
No Response	1%	5%	2%	
Yes				83%
No				15%
No Response				2%

Seventy-one percent of respondents rated training as highly effective (26 percent) or moderately high effective (45 percent) at improving knowledge and awareness about national forced and child labor laws and legislations. Another 19 percent rated the training as moderately effective while only five percent rated it as low. Respondents from Malaysia and Nepal rated effectiveness slightly lower than the other countries (more moderate and low ratings). Ninety-two percent of respondents rated training as realistic and of high or moderately high technical quality. Only six percent rated training it as of moderate or low quality.

There were several questions in the survey that asked whether training participants were able to apply or use new knowledge and skills gained as a result of the trainings. Eighty-three percent of respondents responded that yes, they were able to apply and use new knowledge and skills while 15 percent responded no, they were not able to use new knowledge and skills.

Key Informant Interviews

Overall, stakeholders who participated in the training under IOs 1,2, and 4, believe that the training they received was effective and appropriate. It helped increase their capacity to enforce forced labor laws, prevent forced labor from occurring, and help forced labor victims. Discussions with training participants during key informant interviews support the findings of the online survey where the vast majority believe the training effectiveness and quality were high or moderately high.

The most challenging part of the training was the methodology used by the project. Prior to the COVID 19 pandemic, the project conducted traditional training face-to-face. Once the pandemic started, the project shifted trainings to virtual formats using video conference apps such as Zoom

and Microsoft Teams to reduce the risk of spreading COVID 19. The vast majority of training participants interviewed thought the virtual training formats were less effective than face-to-face training, which is consistent with the online perception survey where 80 percent of respondent prefer face-to-face training (62 percent) or a combination of face-to-face and virtual training (18 percent). Twenty percent of respondents prefer virtual training.

On the other hand, ILO representatives and high-level government officials noted that while virtual training was less effective, it was the most feasible option to help achieve sustainability and scalability. They believe the project should work to develop on-line training content and materials tailored to specific audiences and then institutionalize them within the appropriate government agency or organization such as business associations, trade unions, and NGOs.

Another issue mentioned by stakeholders was the training content. Some stakeholders believe the training content, especially pertaining to the online, is too general and theoretical and should be more specifically tailored to the needs of target audiences. One way to ensure that the training is tailored to target audiences is to conduct training diagnostics or needs assessments to determine needs of the audiences and develop training content to address those needs. The training should also be more practical or practice oriented where participants have opportunities to practice and apply what they learn during the actual training experience (learn by doing).

Regarding the e-learning course, stakeholders explained that it is designed to be self-administered but, based on their experience taking the course, the self-administration is less effective that online training facilitated by a professional trainer. Project staff also noted that the e-learning courses are meant to be self-taught and free of charge, which helps achieve sustainability. While course modules include videos of experts to explain course content, it would be possible to include professional trainers and experts paid by either project funds or participants who pay for the courses.

Nevertheless, based on the perception survey, 80 percent of respondents thought the e-learning courses were effective or highly while 20 percent rated then as somewhat or not effective.

There were also comments specific to Malaysia and Uzbekistan. Stakeholders in Malaysia suggested that future training be conducted in both English and Malay. Training might include one English speaking technical expert to present technical content in English and another Malay speaking trainer to interpret complex ideas and facilitate discussion in Malay. Stakeholders in Uzbekistan, especially labor inspectors, suggested that future training should focus on topics other than forced labor such as OSH and FPRW. The other issue that stakeholders noted in Uzbekistan is that of the 40 journalists who were trained, only two wrote and published articles on forced labor. Some stakeholders commented that journalists might be reluctant to publish articles that the government views as criticism.

Focus Group Discussions

The evaluation team conducted focus group discussions with livelihood beneficiaries in Nepal and Niger. In Nepal, livelihood training participants commented that they were satisfied with the different livelihood trainings on skills, how to start a business, entrepreneurship, and life skills. This is consistent with the endline survey that found that 95 percent of beneficiaries reported that they were satisfied with training. In addition, focus group participants noted that the training was effective and that it helped them get jobs, engage in income-generating activities, or start a business. Again, this is consistent with the endline survey that found that 83 percent of the beneficiaries found jobs that pay wages, 80 percent were engaged in some sort of income generating activity, and 63 had started a business. The criticism of the trainings that surfaced during the focus group discussions was that there was a significant lag time, sometimes more than

six months, between the end of training and when beneficiaries received livelihood support kits with equipment to support income-generating activities.[40]

In Niger, livelihood training participants reported that they appreciated the practical and hands-on nature of the training, and that it gave them confidence in their ability to generate income and contribute to their families' well-being. Like Nepal, focus group participants in Niger noted that the training was effective and that it helped them get jobs, engage in income-generating activities, or start a business. Again, this is consistent with the endline survey that found that 77 percent of the beneficiaries found jobs that pay wages and 78 percent were engaged in some sort of income generating activity. In addition, the endline survey found 78 per cent of beneficiaries reported that they have their own income-generating activity-and 23 per cent of these beneficiaries started their income-generating-activity after the training.

Livelihood training participants noted some areas for improvement during the focus group discussions. These include adapting training materials to better meet their specific needs and circumstances, more follow-up support to ensure that they were able to apply their new skills in practice, and making training materials more user friendly for illiterate training participants.

Assessment of Midterm Evaluation Recommendations

Table 14 provides an assessment of the midterm evaluation recommendations that includes how the project addressed the recommendations and the effect that the recommendations had on project achievements.

Table 14: Assessment of Midterm Evaluation Recommendation and Their Implementation

Recommendations	Progress on Implementing Recommendations
1. Adjust project outputs and resources taking into account findings, lessons learned and changes in the operating context, to maximize impact.	Based on the recommendation, the project made adjustments to project activities, interventions, output indicators, and resources in March 2019 during the CMEP workshop in preparation for the first no-cost extension. Further adjustments were made in 2021 during series of CMEP workshops and again in 2022 during the preparation of the second no-cost extension. According to project staff, all adjustments were made based on lessons and changes in the project's operating context. Project staff comments on the usefulness of the changes to the project design are described in more detail in the section on relevance.
2. Increase staff capacity at Geneva to free up resources for learning and accommodate increased demands stemming from the increased number of countries.	To increase capacity in Geneva, the project added a part-time junior program officer (50 percent for 3 years) and a part-time program officer for gender (2.5 months). While the midterm evaluation did not recommend adding country-level staff, the project decided to add an M&E officer in Nepal as well as a part-time technical officer and full-time administrative officer for Mauritania to respond to increased activities. Project staff believe that the increase in staff in Geneva have helped the project more effectively support implementation of activities in the target countries. The addition of the M&E officer in Nepal has improved the project's ability to manage data collection (surveys and indicator information) and report on progress. Finally, the addition of the technical officer and administrative officer in Mauritania have allowed the project coordinator to focus on higher level relationships with key stakeholders and provide overall leadership in Mauritania.

[40] According to project staff, the training partner delayed the distribution of the kits because they were waiting for the skill test date from CTEVT/NSTB. The training partners wanted to make sure that there would be more participation of training graduates in the skill test and these kits would helo them prepare for the test.

Recommendations	Progress on Implementing Recommendations
3. Strengthen the M&E system by (1) adjusting indicators (to more effectively monitor progress and measure results and (2) revising reporting mechanisms to promote learning.	In 2019, during the revision of the CMEP, indicators were added to address market analysis, participant needs assessment, improved livelihoods, and to track progress made on the media toolkit trainings. In addition, a knowledge and learning strategy was added that included semi-annual virtual team meetings for the national project coordinators, webinars, and document sharing. The second CMEP (series of workshops) made further adjustments to interventions, activities, outputs, outcomes, and indicators to assess new activities such as the cartoon competition and the social dialogue component in Mauritania. In addition, the project decided to add the USDOL L2 indicator to complement the L6 indicator to more effectively measure additional livelihood activities in both Nepal and Niger. In 2022, the project conducted another series of CMEP workshops that resulted in minor changes including a new activity in Mauritania (awareness raising on the hazardous work list) and two new activities in Uzbekistan (e-learning tool on forced labour and support the *Strategic Compliance Planning for Labour Inspectorates* initiative). Project staff believe the changes to interventions, activities, outputs, outcomes, and indicators have helped the project more effectively measure achievements, monitor progress, and document lessons that promote learning and improve project performance. However, some project staff noted that while the semi-annual virtual team meetings were an important mechanism to promote learning, the meetings should be held more frequently and consistently.
4. Institutionalize capacity building initiatives and identify sustainable formats for other outputs (media toolkit, FLEAG, GSO).	The project reports that to promote sustainability, it continues capacity building training and the use of civil society networks as a means to reach the most vulnerable and to ensure sustainability in Mauritania, Niger, Nepal and Peru. In Malaysia the project helped institutionalize the *Forced Labor Training for Legal Practitioners* and *Business Responsibility on Preventing and Addressing Forced Labor in Malaysia* used by the Malaysian Employers Federation. In Peru, the project continued to support the trainings of judges and prosecutors and promote the incorporation of forced labor into national school curriculum. In addition, both Peru and Uzbekistan are in the process of developing e-learning modules on forced labor that should help promote sustainability. The project has invested heavily in training and other capacity building activities under IOs 1, 2, 4, and 5. To help sustain capacity building, the project developed a TOT and an e-learning approaches that could be institutionalized. While these are important advances to institutionalize capacity building especially in Malaysia and Peru, some stakeholders in both countries noted during interviews that capacity building processes have not been fully institutionalized and, thus, require more attention so they are institutionalized. Factors noted by interviewees that hinder full institutionalization of capacity building include high turnover of government personnel (both technical and management including TOTs), and funds to both promote the training and update the training content,

Recommendations	Progress on Implementing Recommendations
5. Strengthen the gender element of the project that sensitizes implementers and counterparts to cultural biases that may hamper the identification of forced labor (case studies and training on gender-related cultural biases).	To strengthen the gender element of the project, gender-disaggregated indicators were added during the CMEP reviews. In addition, the project hired a part-time program officer (2.5 months) who focused on strengthening the gender element of the project and led the development of a gender strategy that includes guidance on how each target country can strengthen gender aspects. This includes developing impact stories such as how freed "haliya" women in Nepal were trained on trades that have traditionally been reserved for men. However, it should be noted that project staff did not fully agree with this recommendation. They explained that the project had incorporated gender strategies in its activities and, overall, found the gender recommendation less useful. Nevertheless, the project took concrete steps described in the previous paragraph to strengthen the gender element.
6. Incorporate key lessons learned learnings from livelihoods experience in Nepal in experiences going forward and into the design of IO 5 in the other countries.	The project reported that the second phase of the livelihood intervention in Nepal was developed taking into consideration the lessons from the first phase of the livelihood intervention that focused on freed "haliya" in Bajura, Kanchanpur, Surkhet and Jajarkot. The lessons were also used to develop livelihood approaches for the "haruwa-charuwa" beneficiaries in Saptari and Siraha districts. The Nepal lessons were used to inform livelihood activities in Niger. The project also included questions in the endline surveys in both Nepal and Niger to identify lessons and results. In addition, the project plans to use key lessons learned from both Nepal and Niger to inform the livelihood interventions in Peru during the second phase of the Bridge Project.

In general, the project found the midterm evaluation recommendations useful and agreed to implement them. The project found the recommendations to revise outputs, resources, and indicators as well as the recommendation to increase staffing to be most useful.

> Beyond improvement to indicators, the midterm evaluation influenced with way we measured impact. For example, it suggested we try to measure perception not just impact. When we developed the impact stories we tried to include perceptions of change or how the project helped change the lives of the beneficiaries, which was very helpful. - Project Staff

Project staff also noted that the adjustments to the indicators influenced with way the project measures the effects of the livelihood interventions in Nepal and Niger through impact stories. For example, the midterm evaluation suggested that the project try to measure the perception that beneficiaries have regarding the impact of project interventions. As result, the project started to document how the project helped change the life of the beneficiaries as part of the impact stories.

EFFECTIVENESS OF LIVELIHOOD INTERVENTIONS

The project's livelihood interventions were implemented in Nepal and Niger. The effectiveness of the interventions as well as ways they might be improved are discussed below by country.

Nepal

The livelihood interventions were implemented first in Kanchanpur and Bajura. Later, they were expanded to Surkhet, Jajarkot, Siraha and Saptari. In Kanchanpur, Bajura, Surkhet and Jajarkot, interventions were targeted to eligible freed "haliya" members whereas in Siraha and Saptari, they were targeted to eligible freed "haruwa-charuwa" members but later in the project.

The livelihood interventions of the Bridge Project were one of the life changers to us. - Women Beneficiaries of Kanchanpur

The livelihood skills training was effective because it provided employment opportunities for many needy "haliya" and "haruwa-charuwa" women including youth. According to the Nepal endline survey, 83 percent of the livelihood beneficiaries reported having either a high or very high level of knowledge of the trade after the training compared to 0.3 percent reporting a high or very high level prior to the training. The endline survey also found that 83 per cent of beneficiaries had worked within the 6 months prior to the endline survey, for a wage, salary, commission, or any payment in kind. In addition, 80 percent of livelihood beneficiaries reported that they have their own income-generating activity of which 56% are related to the skill training.

The project provided skills training to women in non-traditional occupations such as house painting, marble and tile laying, paper plate manufacturing and brick laying. The project also provided skills training in mobile repair, motorbike repair, house wiring, marble and tile laying, brick laying, and carpentry, which had a higher participation of youth.[41] While the training intended to diversify employment opportunities, an important challenge the women faced was the need to travel to other villages to work, which was a barrier for many women.

In addition, the livelihood interventions in Nepal have engaged an overwhelming number of female participations in occupations that have traditionally been "dominated" by or reserved for men. These include masonry, mobile repairing, auto mechanics, tile marble fitter, and house painting. Women beneficiaries who participated in these non-traditional trades helped break stereotypical assumptions that these occupations are only for men.

The training imparted us not only skills but taught us how to behave with our clients as well. - Women Beneficiaries in Surkhet

Focus group discussions with beneficiaries found that the livelihood interventions were effective. The interventions such as skills and vocational training helped them increase their income. According to beneficiaries, their income increased by approximately Rs. 10,000-12,000 per month. Following are summaries of the different vocations and what beneficiaries reported that they earn.

- Embroidery employs females who are self-employed. The women can sell their hand embroidered products in local markets earning about Rs. 20,000 per month.
- House painting employs both men and women who are employed as daily wage laborers earning about Rs. 700-800 per day.
- Motorcycle repair employs mostly males who are working at workshops earning Rs. 7,000 per month with food and lodging included.
- Mobile phone repair involves both men and women. Some have started their own repair businesses while others work in mobile phone repair shops. Typical earnings range from Rs.4,000 to 15,000 per month.
- Beauty salon businesses usually involve young female adults who can earn, on average, Rs. 15,000 per month and even more during marriage seasons.

During the focus group discussions, some livelihood beneficiaries noted that they faced obstacles in and barriers in attaining employment as wage earners or engaging in self-employment. Some

[41] While trainings were open to all age groups, youth were more interested in certain trainings and were able to meet minimal education requirement, which led to a higher number of youth enrolled that those trainings.

noted that their family members did not allow them to work in trades where they have to work inside the homes of other people. Others commented that they were trained in vegetable production but since irrigation is not available, they could not produce vegetables. In Jajarkot, some beneficiaries could not find employment in cooking because there was not a market. Although the project conducted an initial market analysis and beneficiary needs assessment to identify the 14 skills to focus on, it appears that, based on the views of some of the livelihood beneficiaries, some of these skills were not entirely appropriate for social, cultural, or economic reasons.

The project conducted the endline survey in December 2022. The following table summarizes several of the most important achievements that help demonstrate effectiveness of livelihood interventions.

Table 15: Highlights from the Nepal Endline Survey, December 2022

56% of beneficiaries reported that they applied the skills/knowledge obtained from the skill training
82% of beneficiaries reported that they applied the life skills knowledge obtained in business training
83% of beneficiaries reported having either a high or very high level of knowledge after training
95% of beneficiaries reported that they were satisfied with the training
83% of beneficiaries have worked for a wage, salary, commission, or any in-kind payment
63% of beneficiaries have started a business
80% of beneficiaries reported that they have their own income-generating activity of which 56% are related to the skill training
54% reported that they had observed a change in their income generating activity after the training. Of those: ▪ *93% reported that they had increased knowledge* ▪ *60% reported that they had increased income* ▪ *51% reported that they had improved produce/products*

Likewise, key informant interviews with implementing partners and other stakeholders found the livelihood interventions to be useful and effective in empowering beneficiaries and helping them increase income. They noted that many of the beneficiaries are employed or have started businesses. However, some stakeholders commented that the livelihood interventions were only partially effective because only about half of the vocational training participants found employment or started businesses.[42]

> The livelihood interventions would be blessing in our lives if advance training would be provided to us. That will increase our skills and we will be able to earn more. - Beneficiaries of Siraha

In particular, municipal governments acknowledged the effectiveness of the livelihood interventions and, as a result, have helped link project beneficiaries to jobs in a variety of wards. Municipal government officials told the evaluation team that the project could improve the effectiveness of the livelihood interventions by linking beneficiaries to markets, financial institutions, providing tools and other equipment, and provide follow-up training.

[42] Note that this is the opinion of some key informants who were interviewed. The evaluation team acknowledges that the endline survey found that that 83 percent of livelihood participants reported having worked within the six months prior to the endline survey, for a wage, salary, commission, or any payment in kind. In addition, 80 percent of livelihood beneficiaries reported that they have their own income-generating activity (IGA) and 56 percent of the IGAs are related to the skill trainings that participants received.

In particular, several stakeholders who were interviewed commented on the project's social mobilization process. The project's implementing partners conducted social mobilization activities, especially with cooperative groups of "haliya" and "haruwa-charuwa" groups and networks with the aim to motivate beneficiaries to participate in training as well as to use newly acquired knowledge and skills to get jobs, engage in income generating activities, or start a more formal business.

The stakeholders acknowledged the importance of the social mobilization activities but noted that they were not always implemented in an on-going way. According to project staff, the implementation of some social mobilization activities had to be suspended due to COVID-19 social distancing requirements. However, stakeholders noted during interviews that once COVID-19 restrictions were lifted, social mobilization activities did not restart in many communities.[43] These stakeholders recommended that, given the importance of social mobilization, it should be conducted in a continuous manner to be effective.

During interviews, stakeholders discussed other important ways the project's livelihood interventions might be improved in a second phase of the Bridge Project. The suggestions are summarized below..

- Strengthen capacity of provincial and local government and non-government organizations.
- Link beneficiaries with government agencies that have resources to support livelihoods.
- Provide motivational and empowerment training along with livelihood interventions for freed bonded laborers, especially women who are most vulnerable.
- Skills training must be appropriate for the education level of training participants.
- Distribute livelihood tools immediately after the completion of training.

Niger

The Bridge livelihood interventions in Niger aimed to improve the living conditions of women who were victims of slavery and their families. The interventions provided training in income-generating activities such as cosmetics, animal husbandry, and cheese making. The objective was to equip the beneficiaries with skills and knowledge to improve their livelihoods and help them become economically independent.

Overall, the livelihood interventions were effective in improving the living conditions of the beneficiaries. According to the beneficiaries, the training provided was practical and tailored to their needs. The beneficiaries gained new skills, which helped them to generate income and improve their livelihoods. As a result, they were able to provide better care for their families, send their children to school, and save money.

Before the project, we had no source of income. Now we have the means to fatten the sheep provided by the project using feed from feed breeding techniques and sell the animals and have more income, so we can take better care of our families. - Woman Beneficiary Tchintabaraden

The livestock interventions were particularly effective. The beneficiaries were provided with goats and sheep, and were trained on how to care for them. The beneficiaries were able to use the livestock to generate income and improve their livelihoods, as well as to provide food for their

[43] Project staff in Nepal note that social mobilization was affected by various implementing partner contract extensions, which took time to acquire approvals.

families. However, some women reported that they sold livestock to pay school fees, medical costs, and other household expenses while others lost livestock to disease, which meant they did not have enough animals to produce a sufficient amount of milk to make cheese.

Table 16 summarizes several of the most important achievements that help demonstrate effectiveness of the livelihood interventions, which come from the endline survey conducted over the period December 29, 2022 to January 25, 2023.

Table 16: Highlights from the Niger Endline Survey, January 2023

78% of beneficiaries reported that they applied the skills/knowledge obtained from the skill training
46% of beneficiaries reported that they applied the life skills knowledge obtained in business training
94% of beneficiaries reported having either a high or very high level of knowledge after training
71% of beneficiaries reported that there had been positive changes in their lives due to the training (including improved income, education for children, living conditions, social relations and increased self-confidence)
77% of beneficiaries have worked for a wage, salary, commission, or any in-kind payment
78% of beneficiaries reported that they have their own income-generating activity-and 23% of these beneficiaries started their income-generating-activity after the training
78% of beneficiaries reported having their own business as a source of income
50% of beneficiaries reported an increase in income between the baseline and final periods

However, there were some challenges with the livelihood interventions. Limited access to equipment and inputs for the production of products was a significant challenge. For example, of the 78 percent of beneficiaries who reported having their own income-generating activity, only 23 percent of beneficiaries reported having an income-generating activity after training. This can be explained by the fact that, due to administrative delays, the project did not provide livelihood kits until March 2022, nearly one year after the training. This affected the practical application of the knowledge gained from training and limited the economic gains for the beneficiaries.

In addition, lack of places to manufacture products and lack of shops or stands to sell manufactured products also posed a significant challenge, as the beneficiaries had difficulty selling their products. Some livelihood beneficiaries also noted that the cheese making activity was entirely not appropriate due to high disease rates among the imported livestock and the lack of veterinary services to treat the diseased animals. Beneficiaries also noted that the cosmetics' making activity was less effective because of the lack of raw materials or inputs.

> The distribution of kits and equipment was done without any follow-up or maintenance support, and some of the equipment broke down or became unusable after a short time. This has left us in a difficult situation, as we cannot afford to repair or replace the equipment on our own. - Woman Beneficiary Tchintabaraden

There are several ways to improve the effectiveness of the livelihood interventions in Niger:

- **Access to Resources**. One of the significant challenges faced by the beneficiaries was limited access to equipment and inputs for the production of products. To improve the effectiveness of livelihood interventions, it is essential to ensure that beneficiaries have access to the necessary resources. This can be achieved by providing the beneficiaries with the necessary equipment, inputs, and access to places to manufacture products and shops or stands to sell manufactured products and access to markets.

- **Training**. The training provided to the beneficiaries was practical and tailored to their needs. However, it is essential to ensure that the training is reinforced. This can be achieved by providing refresher training to the beneficiaries to ensure that they remain up to date with the latest techniques and best practices.
- **Collaboration.** Working closely with local actors, such as agricultural extension services, can improve the effectiveness of livelihood interventions. Such collaborations can provide the beneficiaries with access to new and improved techniques, inputs, and markets.
- **Monitoring and Evaluation**. Regular monitoring and evaluation of the livelihood interventions can help identify areas for improvement. The beneficiaries can provide feedback on the effectiveness of the interventions, and this feedback can be used to make necessary changes to the interventions.
- **Access to Financing.** Access to financing is critical for the sustainability of livelihood interventions. Providing the beneficiaries with access to credit can help them start and expand their businesses. Microfinance institutions can be a good source of finance for the beneficiaries.

The demand for our products has increased since we started selling ointment on the market, but there are also more competing products and inputs are too expensive. There is currently one of our group members who has been trying to get these inputs for a week with no luck. - Woman Beneficiary Tchintabaraden

EFFECTIVENESS AND USE OF THE CMEP

The CMEP is OCFT's mechanism to guide the process of monitoring, evaluating, and reporting on project progress toward achieving stated outcomes. The CMEP is intended to provide information about project implementation that facilitates decision-making and mid-course project corrections.[44]

The project developed the CMEP in 2016 and revised it on three occasions. In March 2019, the project made changes to activities, indicators, and indicator targets based on midterm evaluation recommendation and to prepare for a no-cost extension during a CMEP review workshop. In November and December 2020, the project conducted a series of virtual CMEP review workshops where an outcome and output as well as new activities were added. New indicators and indicator targets were also added or modified to prepare for a cost-extension. Finally, in early 2022, the project held another series of virtual CMEP review workshops that resulted in minor changes to activities in Mauritania and Uzbekistan.

Bridge Project staff believe the CMEP is a valuable tool to monitor implementation and the progress the project is making to achieve its indicator targets. The CMEP process requires rigor and discipline in conceptualizing project design and how to measure results because activities have to be linked to outputs, which have to be linked to outcomes. Then, indicators have to be developed to measure the results of outputs and outcomes. Several projects also noted that if the project is not achieving indicator targets, they have to ask why, which often leads to the need to make adjustments.

[44] https://www.dol.gov/sites/dolgov/files/ILAB/MandE-Resource-Guide-for-OCFT-Projects-508-Compliant-Version-June-2022.pdf

I have worked with CMEP on two projects. I like it because it introduces rigor and discipline. But I found that some of the indicators could be more flexible. - Project Staff

While overall project staff believe the CMEP is effective, some expressed concerns about the indicators and their targets. Some staff do not believe that all the indicators, especially the lower-level output indicators, are useful. Others think that the indicators lack flexibility and do not adjust to changes in the operating environment. More fluidity is needed to make adjustments rather than waiting for CMEP review workshops so that learning and adjusting is built into the implementation process.

The CMEP is an effective tool to collect and use data to measure progress towards achieving targets but it is not especially useful as a decision-making tool. One way to increase its usefulness would be to include more indicators to effectively identify facilitating or hindering factors, learn from these, and then make adjustments to increase effectiveness. - Project Staff

At the country level, some stakeholders believe they were not involved adequately in project monitoring. For example, in Niger stakeholders thought that project monitoring was most effective between the project team and Timidria but that other key stakeholders such as the Ministry of Employment, Ministry of Labor and Social Protection, Ministry of Vocational Training and Professional Integration, and local authorities in Dogueraou were not sufficiently involved. These stakeholders did not receive adequate information about the project achievements and challenges. In Nepal, the implementing partners said they heard about the CMEP but did not know much about it. They commented that they should have been more involved in monitoring project activities.

The baseline data collection should be conducted when the project starts so the information and experience can be used to develop realistic and appropriate indicators and targets. - Project Staff

Project staff also commented on the CMEP review workshops noting that they were highly valuable because they allowed staff to review and reallocate funds to priority activities such as livelihood interventions. The workshops also allowed staff to adjust activities to better meet needs and opportunities in the target countries.

Several project staff also explained that while the CMEP is an effective monitoring tool and the CMEP review workshops introduced a level of flexibility to make necessary midcourse corrections, the biweekly calls with OCFT managers have been equally important. The feedback from OCFT has been timely and useful.

The calls with OCFT helped promote dialogue and communication. At times the calls focused on clarifying issues but other times they led to changes and improvements in project implementation. - Project Staff

One issue that surfaced during interviews with project staff is the time and effort it takes to prepare the TPRs and annexes. Apparently, staff spend approximately 10-15 days every reporting period (every six months). According to one staff member, the TPRs contain essential information that is

necessary to understand project achievements and challenges. On the other hand, there is a lot of information in the TPRs that is not essential and does not seem to add value to the report.

IMPACT

IMPACT QUESTION
What effect, positive or negative, has the project had on the lives of beneficiaries, especially the beneficiaries of the livelihood interventions in Nepal and Niger, including any unintended effects?

EFFECTS ON DIRECT BENEFICIARIES

Nepal

The majority of beneficiaries who were interviewed commented that the project had a positive impact on their lives. The livelihood interventions helped them develop new skills and earn income. The interventions also helped them develop confidence and self-esteem, particularly among female beneficiaries. Another positive outcome is that many of the youth stopped migrating to India to find jobs.

The female participants in Surkhet said that they are now independent and earning their own income. In the past, they were dependent on their parents. They also noted that in the past they were very shy and were unable to communicate well with strangers. Now, they communicate with more confidence. In fact, they learned how to check daily market prices for products to help set their prices before taking their products to sell in the market so they make a profit.

> Our prestige at home and at the community has increased and we are now respected. - Beneficiaries of Siraha and Saptari

The beneficiaries in Kanchanpur that received beauty salon vocational training said that they have been able to buy motor scooters and even some purchased land with profits. Those that received agriculture training explained that they initiated savings and loans groups that allowed them to purchase a water pump for irrigation. They also said they use income to pay school fees for their children.

In Jajarkot, Saptari, and Siraha, the beneficiaries commented that the livelihood interventions changed their lives positively. For example, the welding group established a permanent shop and purchased equipment needed for manufacturing window and shutter frames. The cooking group is considering establishing a small restaurant near their village. Beneficiaries from Siraha said that they are earning higher wages than before and are now known as skilled wage workers (known as '*mistri*' in Nepali).

> We three have been provided a grant by municipality to start our business immediately after skills training and now we run our shop effectively. - Welding Group of Jajarkot

The livelihood beneficiaries, implementing partners, and other stakeholders noted some challenges that still remain. These are summarized below.

- While income increased, it did not increase to the level expected by project staff and implementing partners.
- Some beneficiaries have not been able to find markets for their products.

- Due to the closure of testing centers during the COVID-19 pandemic, some beneficiaries had to leave jobs because their skills tests that they need to earn the certification or diploma were delayed.
- Beneficiaries involved with livestock and vegetable production do not have adequate resources to expand their business because the project was unable to link them to agriculture cooperatives, according to some focus group discussion participants. [45]
- Apparently, some joined the training to earn the travel and meal allowances rather than to learn and practice a new skill. These trainees remain inactive. Some believe the project should ask trainees to sign an agreement stating that they will intend to find employment of start a business.

Niger

The project had both mostly positive effects on the lives of beneficiaries of the livelihood interventions in Niger. The project helped raise awareness of the issue of human trafficking and slavery through the institution of a national day of mobilization against these practices. The project also improved the image of Timidria, which had previously been seen by some government authorities and traditional leaders as confrontational because it strongly advocated for human rights, especially the rights of former slaves.[46] By implementing activities to support vocational training, income generating, children's education, and acquisition of national identity cards and birth certificates, the views of some government authorities and traditional leaders softened towards Timidria. Additionally, the project provided support for education of children with slave ancestry, which helped reinforce the role of the implementing organization, EPAD, as a civil society actor in the fight against slavery.

Training in improved feed production techniques has helped us improve our animals' diets, and our animals are more well fed than before. All women who have animals will never hesitate to use this technique as long as there are the inputs available. Woman Beneficiary from Mozague

In addition, the stakeholders interviewed during the evaluation explained that the Bridge Project, despite its short duration and the difficulties encountered during the COVID-19 pandemic, produced significant changes in the living conditions of the beneficiaries. The changes can be categorized according to economic, technical, social, and institutional levels as described below.

- **Economic**. The livestock activities (fattening and animal feed) and cosmetics have contributed to improving and diversifying the incomes of women, which contributed to increasing their confidence and feeling of empowerment while decreasing dependence on their masters.
- **Technical**. The Bridge Project, with help from government partners like FAFPA and CFM, increased knowledge and skills of certain production techniques. These include breeding cattle and producing milk, making cheese, processing animal feed, and manufacturing cosmetic products. The project also provided information on how to start businesses, financial education, and literacy.

[45] These were challenges noted by focus group discussion participants. However, this finding cannot be generalized to all project beneficiaries, which is true for all information gleaned from key informant and focus group discussions.
[46] As noted previously in the report, the evaluation team believes that some government authorities and traditional leaders (some current or former slave masters) viewed Timidria as confrontational because of Timidria takes a hard stance against slavery.

- **Social.** The project increased the awareness of the beneficiaries regarding the legal ways and processes to fight against slavery. In addition, the involvement of women has been an important achievement since women and children are the most affected by slavery. According to women interviewed, their participation in project activities led to an improvement of their social status in their homes.
- **Institutional.** The project increased the awareness of municipal authorities on the importance of education and schooling for children of slavery victims and facilitated social protection measures for child and family slavery victims.

One important negative effect, however, was that the project generated some jealousy among certain beneficiaries, resulting in the replacement of some women during the training and distribution of kits. During the skills training in Mozague and the distribution of livelihood kits in Afalalo, the project team identified that some women initially registered as beneficiaries had either left the villages or passed away. As a result, the project team replaced these women with members of their families to ensure that the kits reached the intended beneficiaries and were not wasted. It is important to note that the project faced challenges in targeting and reaching the most vulnerable women due to limited resources and the high demand for assistance, which created jealousy among some beneficiaries who felt that they were overlooked or unfairly excluded. However, the project worked to address these concerns by communicating openly with the community and ensuring that the selection process was transparent and fair.

> Some people in the village are jealous of those who have received support from the project, and there have been cases of some women being replaced when distributing kits. - Project Staff

EFFICIENCY

Efficiency Question
What factors affected the project's efficiency (delays, COVID-19) and how did the project respond to these factors?

FACTORS AFFECTING EFFICIENCY

Overall, the project operated in an efficient manner. It produced outputs and achieved outcome indicator targets with the planned amount of human and financial resources. According to stakeholders who were interviewed, the majority believe the project operated in a cost-effective or highly cost-effective manner. However, some stakeholders explained that they did not have enough information about the project to comment.

During interviews with project staff and key stakeholders, several factors were noted as creating inefficiencies. These included the COVID-19 pandemic, turnover of key government personnel, national elections and political turmoil, and slow government decision making. These factors caused project activities to be postponed and rescheduled, which resulted in delays. In turn, the delays contributed to inefficiencies. The factors affecting efficiency along with illustrative examples from the target countries and how the project responded are summarized below.

COVID-19

As discussed previously, the COVID-19 pandemic hindered the achievement of objectives. It also was identified as an important factor that created inefficiencies. Many project activities had to be postponed and rescheduled, which caused delays.

- In Malaysia, the government's *Movement Control Order* caused the project to delay training and eventually change face-to-face training to a webinar on *Addressing the Impacts of COVID-19 on Supply Chains in Malaysia*.
- In Mauritania, journalist trainings and social dialogue were postponed and rescheduled.
- In Nepal, work on the boded labor act was delayed. Training on forced labor for FLEAG and government training in Bajura were postponed and rescheduled. The livelihood baseline data collection and other livelihood activities in Surkhet were postponed and rescheduled as well as other planned livelihood trainings. The Council for Technical Education and Vocational Training (CTEVT) and National Skills Testing Board (NSTB) skill testing were also postponed.
- In Niger, training was postponed for para-legal personnel and livelihood beneficiaries. The national action plan on slavery and slavery-like practices and review of the CNLTP's structure and advocacy initiatives were postponed. In addition, a study to understand the reasons for the limited number of prosecutions for cases of slavery, training modules on the national legislation on forced labor, police and judicial system was postponed. The campaign for birth registration and national ID cards was also postponed.
- In Peru, the forced labor campaign with transportation sector, journalist training, dissemination of forced labor materials, forced labor survey, design of the livelihood intervention, and psychological skill training for labor inspectors were postponed and rescheduled. Also, the organization of the information on forced labor and human trafficking in national borders was postponed. These postponements and rescheduling caused delays.

As described above, the COVID-19 pandemic caused the project to postpone many of its planned activities in the target countries. One common response was for the project to reschedule the activities. Another common response in all target countries was to shift activities such as meetings and trainings from face-to-face formats to virtual formats using video conferencing applications. However, in Niger, poor access to the internet in most of the project's intervention areas did not allow for virtual training workshops planned during the COVID-19 pandemic.

While the majority of stakeholders who were interviewed believe that the virtual format was less effective than the face-to-face format, they agreed that the virtual format allowed the project to continue to conduct meetings, trainings, and other key activities when movement and public gatherings in the target countries were restricted in order to avoid spreading the virus. Stakeholders also noted that using virtual formats to conduct certain activities in the future could be a viable option when face-to-face formats are not feasible due to high costs, distances, and other logistical obstacles.

GOVERNMENT PERSONNEL TURNOVER

- In Malaysia, the Minister of Human Resources changed, which caused delays in the development of the NAPFL.
- In Mauritania, the labor minister, who initially supported the project's focus on forced labor left the government and was replaced by other ministers who did not support the focus on forced labor. As a result the project had to cancel its plan to conduct a statistical survey on forced labor.
- In Nepal, the labor minister and his team changed that delayed the forced labor bill.

- In Niger, the death of the Minister of Employment, Labour and Protection in 2020 and the replacement of the Director General of Labour and the Director General of the National Agency for the Fight against Trafficking in Persons, the main interlocutors of the project at the government level, delayed the implementation of some activities such as integrating forced labor and slavery into the national action plan and the training workshops for labor inspectors.
- In Peru, high turnover of the SUTRAN staff caused delays and contributed to the eventual cancelation of the forced labor transportation activity. Also high turnover of FONDOEMPLEO staff delayed the livelihood pilot project design.

In the majority of cases when key personnel turned over, the project had to meet the new personnel to explain the project, its interventions, and reach agreements with ministries.

When key personnel were replaced, we had to start from the beginning to orient them so they understood the project and its objectives, which was time consuming. - Project Staff

ELECTIONS AND POLITICS

- In Malaysia, the employment survey on plantations was stalled due to political developments.
- In Mauritania, training for judges was delayed due to 2019 presidential elections.
- In Nepal, re-structuring of the government bureaucracy, the 2018 national elections, and the 2022 national, provincial and local elections delayed review of laws on forced labor.
- In Peru, the national elections, the change of government, and the complex crisis faced by the president and his cabinet delayed FONDOEMPLEO's review of its portfolio of projects.

The project's primary response to the elections and politics that delayed implementation was to reschedule key activities once the elections were conducted and the elected officials were in place.

GOVERNMENT DECISION MAKING

- In Malaysia, the government was reluctant to share draft laws and standard operating procedures due to internal policies on the dissemination of such documents. This along with what the project describes as inconsistent cooperation of the Attorney General's Chamber caused delays.
- In Mauritania, highly centralized decision making and an absence of a coordinated workplan between all public institutions, including the labor ministry, for the implementation of the anti-slavery law 2015-031 caused delays. Also, the labor minister did not approve the terms of reference for the planned quantitative labor survey, which led to a decision to conduct a qualitative survey using a social dialogue approach. The process to switch from the quantitative to qualitative survey (pending since December 2016) caused further delays.

ILO FINANCIAL AND ADMINISTRATIVE ISSUE IN NIGER

- The study to understand the limited number of prosecutions for slavery was postponed because the project budget was not activated in the ILO financial management system (IRIS) in a timely manner. In addition, the contract to develop the national communication strategy was delayed because, since it exceeded the USD 50,000 threshold, the ILO

required approval by the ILO regional office. To avoid further administrative delays, the project opted to conduct the study in three smaller components to bring the amount under the USD 50,000 threshold. To address the delays, the project contributed funds to hire a financial assistant to support the processing of files at the ILO Abidjan Country Office.

ILAB APPROVAL OF KEY PROJECT PERSONNEL

- ILAB considers the project coordinators for the Bridge Project to be key personnel. According to ILAB contracting guidelines, key personnel require approval from the ILAB contracting officers before they can be hired. The approval of project coordinators took time that delayed project implementation and caused bottlenecks. The delays in approving key personnel like project coordinators often occur because ILAB grant officers have heavy workloads, which hampers their ability to provide timely approvals.

SUSTAINABILITY

Sustainability Questions
Given that some countries are ending after Phase I while others are continuing, to what extent has a phase out strategy been defined where appropriate and what steps have been taken to ensure sustainability? How might the phase out strategy be improved?
Which project's outcomes are most likely to be sustained and transferred to communities or relevant institutions when the project ends?

SUSTAINABILITY STRATEGY

The project document includes a short discussion on sustainability that has remained essentially the same throughout the life of the project. It includes the following sustainability elements:

- Enhancing the capacity of local actors.
- Producing and ownership relevant tools such as training materials, guidelines, communication materials.
- Developing and embedding forced labor indicators in national surveys, statistics, and other relevant studies and disseminating their use to the federal government.
- Absorption of knowledge and practices by employer and worker organizations that generate a commitment to the strengthening of individual institutional agendas for the prevention and combating of forced labor.
- Research combined with the communication and dissemination activities that aim to improve awareness and enhance the local knowledge on forced labor.
- Document lessons from the livelihood component and demonstrate what can be scaled and replicated.

In the opinion of the evaluation team, the project does not have a sustainability strategy as described in the ILAB Management Procedures and Guidelines (MPG). The MPG states that:

> *(Sustainability) strategies should explain which of the project's specific outcomes will be sustained after the period of the performance of the project ends and how they will be sustained…. The sustainability strategy must be linked to project outcomes and the ability of individuals, communities, and the nation to ensure that the key activities or changes*

implemented by a project endure, and that organizations critical to these efforts have the capacity to maintain and/or expand them.[47]

The project has taken important steps to implement the key sustainability elements listed above. For example, the project has invested heavily in producing training materials and training key actors such as labor inspectors, judges, police, and journalists. It has also provided technical assistance to develop policy frameworks such as national plans on forced labor as well as supporting national surveys and other key forced labor studies and research.

At the time of the evaluation, the project intended to end project activities in Malaysia, Mauritania, and Niger while continuing activities in Nepal, Peru, and Uzbekistan in the second phase of Bridge. The evaluation team believes the project would benefit from having a detailed sustainability strategy in place to guide the sustainability of key project outputs and outcomes in the second phase. The detailed sustainability strategy should build on the current strategy and add detail by listing what outputs and outcomes will be sustained, how they will be sustained, resources required by national actors to sustain them, who will be responsible for sustaining the outputs and objectives, and timeframes. It would be helpful to develop an implementation plan (Gant Chart) that plots activities by dates. The development of the sustainability strategy is described in more detail in the recommendations section (Recommendation #1).

LIKELIHOOD OF SUSTAINING OBJECTIVES

The likelihood of sustaining project objectives are described below by outcome.

Increased public awareness and knowledge on the issue of forced labor

The project aimed to increase public awareness by developing a communication strategy to promote the Protocol and Recommendation No. 203 as well as country level communication strategies to create awareness about forced labor. The project was able to register nearly 97,000 people for the 50 for freedom platform, support journalists to produce 73 media products on forced labor, and reach 2,672 persons with the cartoon campaign. The sustainability of this objective will depend on the extent to which the ILO can secure resources to continue journalist training and the cartoon campaign.

The project decided to discontinue the 50 for freedom platform in the second phase of Bridge for a couple reasons. The platform was designed to achieve the goal of getting 50 countries to ratify the Protocol. The project exceeded this target (59 countries ratified the Protocol) so the call to action is less relevant.

Another reason is that the platform, which was developed in 2014, triggers two major issues. First, esthetically, it is a bit outdated in terms of functionality, infographism and interactivity. Second, it no longer meets the state-of-the-art requirements in terms of security. While corrective actions have been taken to address recent security concern (spamming attack), there is a risk for the platform to face increased security issues in the long run. However, in the second phase of Bridge, the project plans to continue to promote the ratification and implementation of the Protocol. The project is currently consulting with DCOMM and FUNDAMENTALS on how and where to transfer relevant materials developed for 50 for Freedom and what would be the most effective approach in terms of communication and advocacy efforts (new or existing platforms, potential partnerships, etc.) .

[47] ILAB Management Procedures & Guidelines for Cooperative Agreements FY 2022

The cartoon campaign, on the other hand, will continue. The project intends to use some Bridge II funding to support the campaign while other funding will likely come from other ILO offices who appear willing to use their funds to keep the campaign operational. For example, the ILO Brussels office is exhibiting the cartoons using its own funds to cover the costs of printing and exhibition. OCFT staff expressed a different opinion about the sustainability of the cartoon campaign, which is that the campaign, which aimed to raise awareness about forced labor, may not need to continue since it was not intended to be an ongoing activity. However, the project should develop some way to capture the impact on people's opinions about forced labor.

In 2020, the Bridge Project supported the development of the *Forced Labor and Fair Recruitment: An ILO Toolkit for Journalists*. However, according to the consultant who developed the toolkit, work on the toolkit went beyond the Bridge Project to include the FUNDAMENTALS and MIGRANT branches of the ILO. The EU funded REFRAIN project also collaborated with the Bridge Project on the toolkit. The toolkit is available in several languages (English, French, Spanish, Arabic) and has been contextualized for use in a variety of countries (Uzbekistan, Nigeria, Uganda). Since the toolkit is available online in a variety of languages and contexts and has the support of several ILO branches, the evaluation considers the toolkit as highly sustainable. However, it is too early to determine to what extent other ILO projects will use the toolkit to train journalists or journalists will use the toolkit to develop media products on forced labor.

Target countries with updated policies and/or integrated national action plans and/or legislations

To update policies and national plans, the project intended to provide technical assistance to key government institutions to draft or revise national level policies, action plans, and other legislative documents on forced labor. The project planned and achieved the adoption of 10 policies in Malaysia (5), Mauritania (1), and Peru (4). Malaysia and Peru included the national action plans for forced labor. The evaluation team agrees with project staff and stakeholders that the national action plans and other laws, decrees, resolutions, and protocols that were adopted are highly sustainable. However, the impact that these policies have on forced labor will depend on the willingness and ability of the governments to fund and enforce them.

Enhanced knowledge among individuals from relevant institutions to combat forced labor

To increase knowledge on forced labor, the project trained officials and other stakeholders (justice sector actors, law enforcement actors, public prosecutors, trade unions, civil society) on law enforcement, prevention, and victim assistance. It also trained key front-line actors to identify forced labor cases. The project reported that 78 percent of trained stakeholders acquired sufficient knowledge on forced labor based on post training test scores. The project also developed and disseminated e-learning modules on forced labor for law enforcement agencies in Malaysia and for the justice ministry in Peru. The ITCILO is also in the final stages of developing e-learning materials.

The e-learning courses will be institutionalized and promoted by the corresponding government agencies in Malaysia and Peru. However, stakeholders in both Malaysia and Peru told the evaluators that it would be difficult for the government agencies to continue to offer the e-learning courses or any training without ILO technical and financial support. Furthermore, the impact they have on forced labor will depend on the extent to which the hosting government agencies can effectively promote and convince the appropriate agency personnel to take the courses. Impact will also be determined by the actual effectiveness of the courses. The majority of stakeholders who were interviewed opined that virtual training conducted online was less effective than face-to-face training.

Increased data available on forced labor

To increase the amount of data on forced labor, the project supported statistical surveys and other forced labor research and studies. This included developing guidelines on statistical indicators and survey methods on forced labor and dissemination actions. Specifically, the project made eight statistical surveys and forced labor studies available to the public in Malaysia (4), Nepal (2), and Peru (2). Since the studies have been published, they will continue to exist to help inform efforts to address forced labor in these countries.

The project also makes the case that the government statistical agencies and others involved in the surveys and studies increased their capacity to conduct future surveys and studies on forced labor. Nevertheless, the impact that these studies have on forced labor will depend on the extent to which they are used by government and non-government agencies to address forced labor or whether these agencies conduct future studies on forced labor. Stakeholders made the point that government statistical agencies do not have budgets to conduct statistical surveys, which are quite costly.

In addition to the surveys and studies on forced labor, the support of the ILO forced labor observatory database (containing country profiles) is one output under this outcome. Since 2020, the ILO has covered the maintenance costs of the database and will continue to do so in the future to ensure its sustainability. While Bridge II Project funding could be used to develop new features and updates, regular ILO funding has been secured that will allow the database to function regardless of the availability of Bridge funds.

Increased involvement of employers' organizations, business and other stakeholders in the fight against forced labor

To involve the private sector in the fight against forced labor, the project provided information and other technical support to employers' organizations in Malaysia, Nepal, Niger, and Uzbekistan. However, the projects primary indicator to assess the increased involvement of employers' organizations was through support and activities provided by the GBNFL (OTC 8: Number of entities that actively participate in the Forced Labor Network). The Bridge Project provided funding to the GBNFL to implement activities in Malaysia, which is one of GBNFL's priority countries.

The evaluation team believes it will be difficult to sustain benefits (increase involvement of MEF in the fight against forced labor) without project funds. According to the GBNFL Secretariat, the network is dependent on funds it currently receives from different projects. Over time, the plan is to generate enough revenue from membership fees to sustain the GBNFL but the network has not expanded to that level yet. Based on the experience of other ILO networks, it can take up to 10 years to achieve a level of independent sustainability. Therefore, the GBNFL will continue to rely on projects to fund network capacity building and other activities.

In Malaysia, while MEF is motivated to implement training and other activities to combat forced labor, representatives noted during interviews that the federation lacks funding and implementing similar forced labor awareness and prevention activities will be limited without donor assistance. Based on these observations, the evaluation team considers the benefits under the first phase of Bridge to involve the business sector in the fight against forced labor as less sustainable.[48]

[48] OECD defines sustainability as the continuation of benefits once project/external technical and financial supports ends https://www.oecd-ilibrary.org/sites/543e84ed-en/1/3/4/index.html?itemId=/content/publication/543e84ed-en&_csp_=535d2f2a848b7727d35502d7f36e4885&itemIGO=oecd&itemContentType=book#section-d1e4964

On the other hand, the project's collaboration with GLOBALG.A.P. in Peru on the integration of forced labor indicators in its certification audits is high sustainable not only in Peru but in other countries where GLOBAL.G.A.P provides certifications.

Increased capacity of trade unions to contribute to the fight against forced labor

The project worked with ITUC to strengthen national efforts against forced labor in Malaysia, Mauritania, Nepal, Niger, and Peru as well as to develop the *Forced Labour Protocol Guide*. The project or ITUC supported 17 trade unions to conduct follow-up activities against forced labor such as meetings, conferences, trainings, and awareness raising activities. While these were important initiatives to address forced labor, the trade unions in all of the target countries are relatively weak and do not have resources to continue to implement activities against forced labor. Thus, the evaluation team believes while trade union capacity was increased, these organizations do not possess the resources to continue to implement activities without funding from projects or other sources.

Increased social dialogue between employers' and workers' organizations on FPRW, including forced labor, in Mauritania

The project developed this objective specifically for Mauritania as a viable alternative to address forced labor because the government was reluctant to a quantitative approach in working on forced labor issues. The project aimed to work with its social partners to develop draft collective agreements in the fisheries, livestock, and domestic work sectors. At the time of the evaluation, the project had developed four draft collective agreements for costal artisanal fisheries, domestic employment, and agro-pastoral sectors. While the Bridge Project will end its activities in Mauritania, the social dialogue strategy will continue under two projects funded by DRL. While the draft collective agreements show promise of being sustained, the ILO will still need to determine how to ensure sustainability of these as well as the other outcomes once DRL funding ends. For example, stimulating national debate and articulating social dialogue at local level with the formal social dialogue structure, establishing and supporting grassroots worker organizations that effectively engage with their informal sector employers and public officials, and linking several local agreements in a national sector agreement will be key.

Forced labor victims with increased livelihood opportunities and access to information on relevant services

The project's livelihood approach consisted of increasing information available about livelihood services as well as livelihood support for victims of forced labor. The project focused its livelihood interventions in Nepal and Niger. In both countries the livelihood interventions consisted of skills and vocational training as well as starting businesses. In Niger, the project also focused on providing victims of forced labor with identity cards that facilitate their socio-economic integration and education interventions that helped children acquire birth certificates so they could attend school as well as school kits with education materials.

In Nepal, the sustainability of the livelihood interventions will depend largely on attitudes and motivation of the beneficiaries to continue to apply their new skills to generate income either through wages, self-employment, or businesses. Many of the beneficiaries will need refresher training, financial and business training, certificates, and registration assistance with acquiring personal account numbers.

In general, some of the livelihood interventions are more sustainable than others. For example, the evaluation team believes that beauty salons, mobile phone repair, welding, tailoring, plumbing, carpentry, motorcycle repair have strong chances of being sustained. However, beneficiaries involved in some specific trades (beauty salons, mobile phone repair, motorcycle repair and so

forth) still require level two training.[49] On the other hand, goat raising and vegetable production appear to be less sustainable. Beneficiaries engaged in goat raising faced problems with high disease and mortality rates while vegetable production requires inputs that many beneficiaries cannot afford. Furthermore, vegetable production cannot provide income in the short-term, which forced labor victims require.

In Niger, the sustainability of the livelihood interventions depends largely on access to resources and beneficiaries' ability to apply the knowledge gained from the training. Limited access to equipment and inputs to produce products will limit the economic gains and threaten sustainability. At the time of the evaluation it was not clear where replacement resources would come from to ensure that beneficiaries continue to use the knowledge and skills they acquired to improve their livelihoods.

Based on the discussion above, the evaluation team rated the likelihood of sustaining outcomes as either high, moderate, low. The results of the rating appear below in Table 16.

Table 17: Sustainability Rating by Outcome

Outcome	Rating
Increased public awareness and knowledge on the issue of forced labor	Moderate
Target countries with updated policies and/or integrated national action plans and/or legislations	High
Enhanced knowledge among individuals from relevant institutions to combat forced labor	Moderate
Increased data available on forced labor	Moderate
Increased involvement of employers' organizations, business and other stakeholders in the fight against forced labor	Moderate
Increased capacity of trade unions to contribute to the fight against forced labor	Low
Increased social dialogue between employers' and workers' organizations on FPRW, including forced labor in Mauritania	Moderate
Forced labor victims with increased livelihood opportunities and access to information on relevant services	Moderate

LESSONS LEARNED AND PROMISING PRACTICES

LESSONS LEARNED

GENEVA

- **Producing Social Media Content.** It is critical to regularly produce and post new content on websites and social media platforms to attract and engage audiences. When the production of content for the 50 for Freedom website and social media decreased, fewer people registered for the 50 for Freedom campaign and engagement on the social media

[49] Level two training is essentially a second-level training. The project provided level one training to all beneficiaires and this second-level training to some targeted beneficiaries.. The criteria used to select beneficiaries for level two training include interest in receiving additional training, comparatively low personal income, and debt.

platforms. When the project developed new content, registrations and engagements increased.

- **Promoting Training Tools**. The effective use of training tools and awareness raising materials depends on how aggressively they are promoted. For example, training tools and awareness raising materials stored online will likely have a low utilization rate if they are not promoted to potential users. On the other hand, an aggressive strategy to make potential users aware of the materials and how they might be used will increase utilization and any impact they have.

MALAYSIA

- **Identifying Champions**. Although it requires considerable time and effort, the identifying and using champions in key ministries helps ensure the institutionalization the capacity building tools and activities, which is to create ownership and ensure sustainability. Given the high turnover of ministry staff, it is important to identify several champions.
- **Training in Local Languages**. Training is more effective if offered in Malay or combination of Malay and English. Training offered in English is difficult for many training participants to understand since English is not their first language. Training effectiveness could be increase if training would be provided in Malay (or the first language of the trainees). Training provided in a combination of English and Malay would also be effective.
- **Readiness of Government**. Readiness of the government to address forced labor was key to the Bridge Project success. Malaysia is under pressure to address forced labor especially in the palm oil and rubber glove sectors that rely heavily on migrant workers. For example, over the past two-and-a-half years, U.S. Customs and Border Protection placed bans (withhold release orders) on eight of Malaysia's leading glove makers and palm oil producers for alleged labor abuses ranging from excessive overtime and withheld wages to debt bondage and physical violence.

MAURITANIA

- **Acknowledging Forced Labor**. Governments need to be ready to acknowledge that a problem (forced labor) exists if it is expected to collaborate on interventions designed to address the problem. Mauritanian society remains attached to traditional values and practices, distinguishing people according to their ancestry whether free or servile. Descent-based slavery, where people are born into slavery - lawful in ancient Islamic law - is rejected by the Constitution and punished by national laws. Nevertheless, many people, including politicians and government officials, have deeply entrenched attitudes about traditional slavery that has made collaboration with the Bridge project difficult.
- **Social Dialogue**. Consultations and social dialogue with regional and local authorities helped gain their support and paved the way for the implementation of the project's social dialogue strategy focused on FPRW (collective bargaining and freedom of association) in the fisheries, livestock, and domestic work sectors. Regional and local authorities, which included government, civil society and community leaders such Imams, were more important to the social dialogue strategy than national actors. It is necessary to institutionalize social dialogue at the national level by solving the problem of worker's representativeness and putting into operation the national council for social dialogue.

- **Demand for Training**. The demand for capacity building activities such as training is more effective if it comes from the stakeholders. Training offered by the project is less effective if stakeholders do not value and desire the training.

NEPAL

- Social Mobilization. The project conducted social mobilization activities to empower the livelihood beneficiaries and their communities to maximize the use of resources the project offered to improve livelihoods. Due to the COVID-19 pandemic control measures such as social distancing and other factors, the social mobilization process was not as continuous as it could have been, which in turn decreased its effectiveness. The lesson learned is that to be effective, social mobilization needs to be a consistent and on-going process.
- **Livelihood Potential**. The project conducted a mapping exercise, market analysis, and a beneficiary needs assessment to identify the most appropriate trades in which the livelihood beneficiaries could be trained as well as social and cultural contexts related to trades and the caste system. However, these assessments did not fully assess the impact of these trades on beneficiaries in terms of employment or income before they were selected. This kind of assessment should include determining whether the livelihood skills are socially and culturally appropriate and meeting potential gaps or needs in local markets. It is also important to bring together trainees with potential employers to build relationships and confidence.
- **Mobile Training Option**. The project provided a mobile training option that brought training to local villages. Mobile training had both a positive and negative effect. On one hand, it allowed women to be trained who otherwise would not have been able to travel because many are working mothers. On the other hand, the mobile training approach created an oversupply of women with a given skill (tailoring) in the village that ended up limiting their income potential.

NIGER

- **Raising Awareness and Education**. It is essential to provide women victims of slavery with information on legal avenues and processes to protect their rights and improve their living conditions.
- **Importance of M&E**. It is critical to have an M&E function to oversee implementation of livelihood interventions. The project contracted a M&E team to monitor project implementation. The M&E team was effective at flagging problems such as issues with livelihood training activities so they could be address in a timely way. The establishment of a digital M&E platform for learning and accountability was also crucial.
- **Active Participation of Stakeholders**. It was highly important to involve justice actors, community relays, Timidria focal points, slavers, and relatives of slave victims in the project in a participatory manner. Their participation in the project created a commitment to address forced labor in the country.

PERU

- **Evaluation of the National Action Plan**. In the development of the forced labor national plan, the project conducted an evaluation of the previous national plan. The evaluation allowed the project to ascertain pertinent inputs as well as a plan the process to ensure a high level of participation from government, employer and worker organizations, and civil society. The evaluation was of the previous action plan was key to developing a relevant and effective follow-on plan.

- **Participation in Development of National Action Plan.** It is critical to involved key government and non-government organizations in developing the PNLCTF (third plan). Nearly 35 members of CNLCTF as well as local actors linked to forced labor in prioritized regions (Cusco, Tumbes and Ucayali) participated, which created ownership and commitment to implement the plan.
- **Involving Non-Traditional Partners.** Non-traditional ILO partners such as the justices of peace and the national police can be highly effective partners in the fight against forced labor. The justices of peace have provided a human infrastructure to help the project reach remote and difficult areas of the country where forced labor is prevalent. The police, on the other hand, have been critical to help identify forced labor cases and rescue forced labor victims as part of their ongoing policing activities.

UZBEKISTAN

- **Government Political Will.** Strong governmental political will and motivation facilitated the elimination or near elimination of systemic forced labor in the cotton sector and laid the groundwork to address it in other sectors such as construction and agriculture sectors. The political will and motivation to address forced labor emanated largely from the pressure from countries that trade with Uzbekistan and import cotton products. Thus, there was a strong economic incentive for the government to ensure forced labor does not exist in the textile export value chain.
- **Facilitation E-Learning Courses.** The online training e-learning modules and courses require facilitation by an experienced trainer to increase their effectiveness. The experience of training participants suggests that virtual, online training is less effective than face-to-face training. However, e-learning tools are to be developed and promoted, they will be most effective if facilitated by a professional trainer. The professional trainer can help orient, guide, and process learning with trainees at determined points in the use of the e-learning tools.
- **Needs of Training Participants.** Training is most effective when it is designed to meet the needs of participants including content, methodology, and language. Some who participated in training provided by the project believe the training did not fully meet their needs. The training content was too theoretical and general and was not tailored to the participants' context (work experience). In other cases, the training methodology did not focus enough on practicing the application of new skills and knowledge. In addition, training effectiveness would be increased if offered in the native languages of participants rather than using interpreters.

PROMISING PRACTICES

GENEVA

- **Project Staff Learning.** Based on a midterm evaluation recommendation, the project started holding virtual learning and knowledge sharing meetings and webinars for project staff using the Zoom app. The webinars included one on forced labor indicators and another on strengthening gender. There was time dedicated at the end of each webinar for project staff to share on any important project updates, lessons, and good practices.
- **Implementing Partners in Nepal and Niger.** The Bridge Project chose appropriate and credible implementing partners for the livelihood interventions in Nepal and Niger that were key factors to project success. In both countries the implementing partners

developed confidence to effectively implement and monitor including livelihood interventions with vulnerable groups. The training partners also increased capacity and are capable of imparting skills development and vocational training.

MALAYSIA

- **Chatbot in Reporting and Referral System**. Project Liber8, a key project partner, is piloting Chatbot that has the potential to be an important component in the reporting and referral system on forced labor for frontline agencies.[50] More workers can receive forced labor information and have a greater access to complaint mechanisms.
- **Virtual Meetings**. With the onset of COVID-19 and social distancing requirements, the project shifted to using online meeting software to continue to meet and plan. Virtual meetings were particularly effective in communicating with Felda Global Ventures, a large government-owned agricultural and agri-commodities company.
- **Gender Case Studies**. The project developed short case studies to use as training exercises in the *Training Manual for Malaysian Labor Inspectors on Forced Labor, Child Labour and Gender-based Discrimination, Violence and Harassment in the Workplace*. The training exercises are based on real life experiences of women migrant workers in Malaysial, which made the training experience less theoretical and more realistic.

MAURITANIA

- **Regional Consultations**. The project conducted regional consultations with local tripartite partners that fostered partnerships with regional and local authorities, which led to the project's social dialogue strategy focused on FPRW such as collective bargaining and freedom of association. The social dialogue strategy is currently focused in the fisheries, livestock, and domestic work sectors.
- **Flexibility and Adaptation**. The flexibility demonstrated by USDOL and ILO to change course when the planned forced labor strategy proved to be unviable. The flexibility coupled with creative thinking eventually led to the social dialogue strategy, which attracted funding from DRL.

NEPAL

- **Forced Labor Module in National Labor Force Survey**. The decision to incorporate a module on forced labor in the national labor survey will generate information to allow a more comprehensive understanding of the scale of force labor. It will also provide evidence to encourage the government to take further actions to prevent, protect, and remedy forced labor.
- **Collaboration on Research**. The project collaborated with UNICEF and CBS to conduct joint research and produce a report on forced labor and child labour in brick making industries that was cost-effective and built ownership towards the research findings. UNICEF and other international organizations have noted that child labor and forced labor are common in the brick making industry. The research report documents the prevalence

[50] A chatbot is a software application designed to simulate human conversation. Chatbot technology uses natural language processing and artificial intelligence to understand what a human needs and adapt its response to help end-users reach a desired outcome. They are like a virtual assistant who creates a better customer experience during each consumer touchpoint.

of child labor and forced labor in the brick making industry and is available to other forced labor actors to use to develop programs to combat both child labor and forced labor.

- **Certifications**. The project provided certifications (diplomas) to beneficiaries who satisfactorily completed the livelihood trainings. The certifications, which were recognized by local government authorities, helped the beneficiaries find jobs or markets for those who decided to start a business. However, the certificates need to be provided within six months of the completion of the training. In some cases, the provision of the certifications by the National Skills Testing Board (NSTB) were delayed due to the COVID-19 pandemic. Also, linking beneficiaries with local government authorities and financial institutions was important for self-employment and continued skills development.

NIGER

- **Education and awareness of beneficiaries.** The project was successful in sensitizing women victims of slavery about their rights and legal processes to protect them, as well as promoting the rights of victims of slavery. This promising practice could be adapted to other projects that seek to improve the rights of vulnerable groups.
- **Collaboration and commitment of local actors.** The project succeeded in mobilizing the actors of the criminal system and parents of slaves to address slavery. The project also attempted to mobilize slavers to fight against slavery by sensitizing traditional leaders and chiefs about the importance of recognizing the rights of "wahaya" women. While challenging, the project had some degree of success. This promising practice could be adapted to other projects that seek to work with key local actors.
- **Integrated Approach.** The project implemented an integrated approach to addressing the complex issues of slavery and economic vulnerability. By providing a range of services such as vocational training, rights awareness, and access to productive assets, the project strengthened beneficiaries' ability to lift themselves out of poverty and economic dependence.

PERU

- **Institutionalization of Training**. The project was able to institutionalize its on-line forced labor training within several key institutions including MINJUS, MIGRACIONES, SUNAFIL, and PNP. The on-line training courses are housed in the respective institutional platforms and are being used. The online training in collaboration with MIGRACIONES allowed public officials from remote regions to participate who would not have been able to attend face-to-face training due to a lack of resources.
- **Justice of Peace Actors**. The project collaborated with ONAJUP to develop an instruction and action on forced labor for justices of peace, which was approved by administrative resolution 027-2017-onajup-ce-Pj.[51] Based on the collaboration, the project worked with ONAJUP and its justices of peace to reach remote areas with information about forced labor and train them on forced labor and referral mechanisms. Since there are approximately 5,832 justices in located in the most remote areas of Peru, the potential reach and impact is great.
- **Forced Labor Awareness in Schools**. The project helped develop a communication strategy, which was approved by CNLCTF. Based on the strategy, communication

[51] https://www.ilo.org/wcmsp5/groups/public/---America/---ro-lima/---sro-lima/documents/publication/wcms_600702.pdf

products were developed to increase awareness about forced labor in secondary schools such as dramatization with actors, drawing contests, role plays, radio programs, videos, and audio visual materials. In particular, these communication products assisted the Ministry of Education (MINEDU) to develop mentoring sessions on forced labor for students. The project worked with regional education directorates in Tumbes and Ucayali to pass directives requiring the forced labor mentoring activities in schools, which contributed to institutionalizing and sustaining the intervention.

- **Incorporation of Forced Labor Indicators in GLOBALG.A.P Social Audit**. The project worked with GLOBAL.G.A.P to develop a section on forced labor indicators in its social auditing standards and procedures. The project also developed complementary forced labor education and training materials for GLOBAL.G.A.P auditors. GLOBAL.G.A.P intends to use the forced labor indicators in its social audits throughout South America in the agriculture sector.[52] GLOBAL.G.A.P estimates that it will reach 100,000 agriculture producers (small farmers and small family farms). Furthermore, GLOBAL.G.A.P intends to use the indicators in its GRASP program (GLOBAL.G.A.P Assessment Social Practice), where it would reach 1.7 million agriculture workers who are under GRASP.

UZBEKISTAN

- **Contextualizing the Media Toolkit**. The project contextualized the *ILO Toolkit for Journalists: Reporting on Forced Labour and Fair Recruitment* to the situation in Uzbekistan. The contextualization consisted of including the ILO Conventions ratified by Uzbekistan, national legislation on forced labor, and Uzbek news articles. The toolkit was also translated to Uzbek language so journalists and others might use it to create awareness.

CONCLUSIONS

RELEVANCE

To what extent did the project make adjustments to the project design as recommended by the midterm evaluation? Did these adjustments prove to be necessary and sufficient to achieve desired results?

The Bridge Project midterm evaluation recommended that the project adjust project outputs and resources and to adjust indicators to more effectively monitor progress and measure results. Based on these recommendations, the project added seven new indicators to more accurately measure output and outcome achievement and added 33 new activities at the global and country levels to more effectively achieve output targets. To respond to a 12 month no-cost extension, the project also added new indicator targets to cover the extension period that were based on historical data to help ensure accurate and realistic target values. Project resources were also adjusted to implement new activities and interventions.

It should also be noted that while not directly related to the midterm evaluation recommendations, the project made further changes to outcomes, outputs, indicators, indicator targets, interventions, and activities during virtual CMEP workshops in 2020 and 2021. The project made these changes

[52] GLOBAL.G.A.P conducts social audits to determine whether member companies are compliant with standards or indicators. Compliance leads to a GLOBAL.G.A.P certification. For a more detailed discussion on the auding process, refer to: https://www.globalgap.org/es/what-we-do/globalg.a.p.-certification/

to prepare for new cost extensions. In particular, the project added a new outcome and output for Mauritania based on the shift of the project strategy to social dialogue.

The changes the project made to the outcomes, outputs, indicators indicator targets, interventions, and activities were important and necessary adjustments. The changes to the indicators and their targets allowed the project to more accurately measure the corresponding outcomes and outputs and set more realistic targets based on what the project had historically achieved. Furthermore, the addition of new outcomes, outputs, interventions, activities were made to reflect changes in contexts in countries in terms of needs and opportunities.

How can the project design be improved to better respond to the needs and priorities of participants, including forced labor survivors and institutional partners?

At the time of this evaluation, the project was preparing for a second phase of the Bridge Project that would involve a combination of existing and new target countries. Following are ideas to improve the project during a second phase so it effectively responds to needs and priorities of forced labor victims and survivors as well as the institutional partners.

- Develop specific strategies to achieve justice for forced labor victims.
- Establish public private partnerships with private sector entities that have resources to invest in activities designed to address forced labor in supply chains in those countries where these private sectors source materials or products.
- Provide technical support to Peru to effectively implement their national action plans to combat forced labor.
- Focus financial and technical support to implement the livelihood interventions to support forced labor victims in Peru. As appropriate, lessons from Nepal and Niger livelihood interventions could be incorporated into the Peru livelihood strategy.
- In Peru, consider focusing on rescuing forced labor victims and assisting them with employment, income generation activities, and psychological support. Religious institutions (Catholic Church) and key civil society organizations could be important partners.
- Strengthen coordination, communication, and information sharing between Peruvian ministries to address forced labor including integrated databases on forced labor cases and rescued victims.
- Develop strategies for Uzbekistan that address the needs that the country has to address forced labor, which includes sectors beyond the cotton sector. Also, tailor capacity building for the labor inspectorate based on their needs (FPRW, OSH).

COHERENCE

To what extent has the project established links and coordinated with other efforts to address forced labor by key tripartite plus organizations (government, employer and worker organizations, civil society, and other donors). How can the project improve coordination and collaboration with these organizations?

The Bridge Project coordinates and collaborates with a variety of actors addressing forced labor. At the global level, the project effectively coordinated with international organizations as well as branches within the ILO including ITUC, MBNFL, FUNDAMENTALS, NORMES, SKILLS, MIGRANT, INFOTEC, and ITCILO. The coordination and collaboration focused largely on the 50 for Freedom

Campaign, Cartoon Campaign, Forced Labor Observatory, research on forced labor, media training tool kit, and awareness raising for employer and worker organizations.

At the country level, the main government counterpart for all countries are the labor ministries. In addition, the project collaborated closely with other government agencies addressing forced labor such as justice ministries, statistical institutions, law enforcement agencies, employer organizations, worker organizations, university research institutions, civil society organizations, ITUC, UN organizations and other forced labor projects.

The project collaborated and coordinated effectively with the main actors addressing forced labor in the six target countries. The evaluation team could not find evidence that the project did not attempt to collaborate and coordinate and involve key forced labor actors in any of the countries. The project invited key government agencies and non-governmental organizations to planning meetings to coordinate activities designed to address forced labor issues.

The country where the project had the most difficulty collaborating and coordinating it activities was with MFPT in Mauritania. The project intended to work closely with MFPT and other actors to conduct a quantitative survey on slavery that would lay the groundwork for other interventions. MFPT did not want to conduct the survey and was reluctant to work with the Bridge Project on other slavery/forced labor issues. In response, the project shifted its strategy to work with local tripartite actors on a social dialogue process to address FPRW like collective bargaining and freedom of association in the fisheries, livestock, and domestic work sectors.

EFFECTIVENESS

To what extent has the project accomplished its primary objectives and planned outcomes? What are the key internal or external factors that limited or facilitated the achievement of these objectives and outcomes?

The project design consists of an overall project objective and five IOs. The project objective includes two indicators while the five IOs have 12 indicators. In addition, the project reports on five USDOL standard indicators under the livelihood interventions in Nepal and Niger.

The project met or exceeded one of its indicator targets for the project objective while meeting or exceeding 8 of 12 of its indicator targets for the five IOs. At the time of the evaluation, the project was under achieving its targets for the e-learning modules under IO 2, statistical surveys under IO 3, trade union capacity under IO 4, and improved livelihoods for Niger under IO 5.[53] On the other hand, it was over achieving indicator targets for the five USDOL standard livelihood and education indicators.

Although the project had not fully met all of its indicator targets at the time of the evaluation, the project made solid progress in achieving the IOs. Several indicator targets were in the process of being achieved during the evaluation. For example, six remaining statistical surveys and forced labor studies were in the process of being conducted or approved while three remaining e-learning modules were still being developed.

The evaluation team identified several factors that facilitated the achievement of the IOs. One of the most important factors is the unique nature of the ILO. It has a specific mandate, credibility, and international network that facilitated awareness raising and promotion of the Protocol and Recommendation No. 203. The ILO mandate also includes providing technical assistance to governments on labor related policies and legislation including the development of national action

[53] According to project staff, the project underachieved for Niger on OTC 11 (improved livelihoods) most likely due to the timing of the endline survey. The evaluation team was unable to confirm or deny this observation.

plans. Finally, the ILO's tripartite process and convening power allowed it to work with both employer and worker organizations on forced labor awareness raising activities. The ILO's ICLS definitions, indicators, and guidance for forced labor surveys facilitated the project's achievement of forced labor surveys and studies.

The Bridge Project also chose appropriate and credible implementing partners for the livelihood interventions in Nepal and Niger that were key factors to project success. In both countries the implementing partners developed confidence to effectively implement and monitor including livelihood interventions with vulnerable groups. The training partners also increased capacity and are capable of imparting skills development and vocational training.

On the other hand, the evaluation team identified several factors that hindered the achievement of objectives. The most important hindering factor across all levels was the COVID-19 pandemic and the restrictions on travel and social distancing that forced the project to postpone training, meetings, livelihood interventions, and other key activities or move them to remote formats. The changes in government personnel delayed work on critical outputs in Malaysia, Mauritania, Nepal, Peru while the government's reluctance to acknowledge the extent to which slavery exists in Mauritania meant that the project had to change its strategy from forced labor to tripartite social dialogue. In Niger, unwillingness of trainers to travel to certain project areas in Niger, due to security concerns, delayed training activities while a national teachers strike caused delays in Peru.

How can future project interventions build on and scale the achievements, including the facilitating factors, while addressing the hindering factors?

The most effective and efficient way to scale interventions during a second phase of Bridge would be to document lessons and apply them during the second phase.[54] Lessons in terms of success factors as well as challenges can be extremely helpful in designing interventions in existing or new Bridge Project countries. For example, lessons from developing, implementing, and adjusting livelihood interventions in Nepal and Niger could prove to be valuable to Peru in the second phase where the livelihood component will become a priority. Likewise, lessons from developing the national action plans, other policies, and laws in Malaysia and Peru could benefit similar efforts in new Bridge countries. In addition, the social dialogue strategy in Mauritania could be replicated in other countries where governments might be unwilling to acknowledge the existence of slavery or forced labor.

How effective has the project's capacity building activities been (online trainings, e-learning courses, in-person trainings, capacity-building with NGOs)? How can capacity building activities be improved for the next phase of the project?

The project has invested heavily in training for journalists, labor inspectors, judges, prosecutors, public defenders, law enforcement, employer and worker organizations, livelihood beneficiaries in Nepal and Niger. Based on pre and post-test scores, the trainings were effective at increasing knowledge about forced labor. However, it is not clear to what extent training participants actually applied new knowledge and skills and whether the training had an impact on forced labor.

Overall, the trainings were effective and appropriate. The most challenging part of the training was the methodology. Once the COVID-19 pandemic started, the project shifted trainings to virtual formats using video conference apps such as Zoom and Microsoft Teams to reduce the risk of spreading COVID 19. The vast majority of training participants interviewed thought the virtual training formats were less effective than face-to-face training.

[54] According to project staff, Bridge intends to document lessons learned before the project ends.

In Uzbekistan, labor inspectors who took online training coursed noted that the training content was too general and theoretical and should be more specifically tailored to the needs of target audiences. In Malaysia, Mauritania, Peru, and Uzbekistan stakeholders opined that the training should be more practical or practice oriented where participants have opportunities to practice and apply what they learn during the actual training experience.

To what extent has the project addressed the midterm evaluation recommendations and what difference did they make in project performance?

In general, the project found the midterm evaluation recommendations useful and has made good progress in implementing them. The recommendations to adjust outputs and resources, strengthen the M&E system, and increase staffing were the most useful. The adjustments to the outputs and resources allowed the project to allocate more resources to achieving key outputs and the changes to the M&E system, including indicators and targets, helped the project more accurately measure outputs and outcomes. Furthermore, adjustments and additions of interventions and activities in the target countries ensured that the project responded to needs and opportunities in changing country contexts. It should also be noted that the midterm evaluation influenced the way the project measures the effects of the impact stories by trying to measure the perception that livelihood beneficiaries have regarding the impact of project interventions in Nepal and Niger.

How effective were the livelihood interventions in Nepal and Niger? How can livelihood interventions be improved for new phases of the project?

Overall, the livelihood interventions were effective in both countries. In Nepal, the livelihood skills training was effective because it provided employment opportunities for many needy “haliya” and “haruwa-charuwa” women including youth. The project provided skills training to women in non-traditional occupations such as house painting, marble and tile laying, paper cup manufacturing and brick laying. For youth, the project provided skills training in mobile repair, motorbike repair, house wiring, marble/tile laying, brick laying, and carpentry.

While overall effective, the livelihood interventions in Nepal could be improved by conducting social mobilization activities more continuously that could help prevent dropout while motivating beneficiaries to participate. The capacity of provincial and local government and non-government organizations is still weak and beneficiaries are not well linked to government agencies and their resources. Regarding the skill training, the training content needs to be appropriate for the education level of the beneficiaries. Also, livelihood tools should be distributed immediately after training.

In Niger, the livelihood interventions were effective in improving the living conditions of the beneficiaries because the training was practical and tailored to their needs. The beneficiaries gained new skills, which helped them to generate income and improve their livelihoods. The livestock interventions were particularly effective. The beneficiaries were provided with goats and sheep, and were trained on how to care for them. The beneficiaries were able to use the livestock to generate income and improve income as well as to provide food for their families.

There are several ways to improve the effectiveness of the Bridge Project livelihood interventions in Niger. One is to provide necessary inputs, manufacturing facilities, and access to markets and financing such as credit to expand businesses. Another is to provide refresher training to ensure beneficiaries remain up to date with techniques. Finally, collaboration with local actors, such as agricultural extensions, can improve livelihoods by gaining access to new and improved techniques and resources.

To what extent does the project's Comprehensive Monitoring and Evaluation Plan (CMEP) provide a valid means to monitor project progress and achievements; and to what extent has the monitoring and evaluation (M&E) system been effectively used by the project to inform management decision making?

The CMEP is an effective M&E tool to monitor progress in achieving outputs and outcomes and has been an important tool that the project has used to make adjustments to both activities and indicator targets. Project staff use the CMEP to track indicator achievement. If indicator targets are not being met, staff investigate the reasons that often leads to the need to make adjustments to interventions and activities. However, for some project staff, the CMEP output indicators are too detail oriented and lack flexibility to allow the project to adjust to changes in the operating environment.

The project developed the CMEP in 2016 and revised it on three occasions (March 2019, December 2020, and April 2022). During the CMEP revisions, changes were made to outcomes, outputs, indicators and their targets, interventions, and activities. The CMEP revisions were helpful because they allowed the project to examine achievements and challenges and make the necessary changes as described above. Nevertheless, to be even more responsive to learning and adoption, rather than waiting for periodic CMEP review workshops, ILAB might consider introducing more fluidity into the CMEP so that learning and adjustment is built into the implementation process.

IMPACT

What effect, positive or negative, has the project had on the lives of beneficiaries, especially the beneficiaries of the livelihood interventions in Nepal and Niger, including any unintended effects?

The Bridge Project had a positive impact on the lives of beneficiaries in both Nepal and Niger. In Nepal, the livelihood interventions helped beneficiaries develop new skills and earn income. The interventions also helped them develop confidence and self-esteem, particularly among female beneficiaries. Another positive outcome is that many of the youth stopped migrating to India to find jobs.

Although the impact has been largely positive, several key challenges remain. For example, while the project met its income target in Nepal, some beneficiaries have not been able to find markets for their products. In Niger, the project did not meet its income target.[55] Furthermore, beneficiaries involved with livestock and vegetable production do not have adequate resources to expand their businesses because the project was unable to link them to agriculture cooperatives.

Despite its short duration and the difficulties encountered during the COVID-19 pandemic, the project in Niger produced significant changes in the living conditions of the beneficiaries. For example, livestock activities and cosmetics have contributed to improving and diversifying the incomes of women, which contributed to increasing their confidence and feeling of empowerment while decreasing dependence on their masters. The project also increased the awareness of the beneficiaries regarding the legal ways and processes to fight against slavery. Additionally, the project provided important support for the education of children with slave ancestry.

One important negative effect, however, was that the project generated some jealousy among certain beneficiaries, resulting in the replacement of some women during the training and

[55] According to project staff, one possible explanation for why the income target was not met in Niger is the timing of the endline survey, which was conducted shortly after the refresher trainings and when the beneficiaries received equipment. Thus the application or use of the refresher training and equipment did not have enough time to see a difference before the endline survey was conducted.

distribution of livelihood kits. This occurred during the skills training in Mozague and the distribution of livelihood kits in Afalalo.

EFFICIENCY

What factors affected the project's efficiency (delays, COVID-19) and how did the project respond to these factors?

Overall, the project operated in an efficient manner. It produced outputs and achieved outcome indicator targets with the planned amount of human and financial resources. The COVID-19 pandemic was the most important hindering factor. The pandemic caused the project to postpone and reschedule activities that caused delays. Typically, the project rescheduled the activities. Also, the project shifted activities such as meetings and trainings from face-to-face formats to virtual formats using video conferencing applications, which allowed the project to continue to conduct meetings, trainings, and other key activities when movement and public gatherings in the target countries were restricted.

Other important hindering factors were elections, politics, and changes in key government personnel, which caused delays. In Malaysia, Nepal, Mauritania, and Peru elections and politics led to personnel changes at the minister and director levels meaning the project had to reorient the new personnel and, in some cases, acquire new approvals or agreements to proceed with planned activities. In addition, government bureaucracy and slow decision-making including approvals caused delays in Malaysia and Mauritania.

SUSTAINABILITY

Given that some countries are ending after Phase I while others are continuing, to what extent has a phase out strategy been defined where appropriate and what steps have been taken to ensure sustainability? How might the phase out strategy be improved?

While the project document includes a brief description of how key outcomes will be sustained, it falls short of a sustainability strategy required in the MPG. The project has taken important steps towards sustaining certain outcomes such as producing training materials and training labor inspectors, judges, prosecutors, police, and journalists. It has also provided technical assistance to develop policy frameworks such as national plans on forced labor as well as supporting national surveys and other key forced labor studies and research.

Given the project's plan to exit some countries (Mauritania, Malaysia, and Niger), maintain activities in others (Nepal, Peru, and Uzbekistan), and enter new countries, it would behoove the project to develop a more detailed sustainability strategy. The detailed sustainability strategy might be built on the current strategy and add detail by listing what outputs and outcomes will be sustained, how they will be sustained, resources required by national actors to sustain them, who will be responsible for sustaining the outputs and objectives, and timeframes.

Which project's outcomes are most likely to be sustained and transferred to communities or relevant institutions when the project ends?

The project outcomes most likely to be sustained include **increased public awareness and knowledge on the issue of forced labor and target countries** with **updated policies and/or integrated national action plans and/or legislations**. The increased public awareness and knowledge outcome consists of the 50 for freedom platform, forced labor media products, the cartoon campaign, and the toolkit for journalists. The policies outcome includes adopted national action plans and other laws, decrees, resolutions, and protocols on forced labor. Both outcomes show strong promise to be sustained once the first phase of the Bridge Project finishes.

There are four project outcomes that have a moderately high chance of sustainability These include **enhanced knowledge among individuals from relevant institutions to combat forced labor**, **increased data available on forced labor, increased involvement of employers' organizations, business and other stakeholders in the fight against forced labor,** and **forced labor victims with increased livelihood opportunities and access to information on relevant services**.

While the e-learning modules will be institutionalized in Malaysia and Peru, it appears that government ministries have limited resources to be able to continue training on forced labor. Statistical surveys and forced labor studies have been published and are available to government and non-government organization fighting against forced labor. However, given limited resources, it will be difficult for statistical institutions and other organizations to conduct future surveys and studies without external financial support. Under the private sector outcome (primarily Malaysia), GBNFL plans to reach self-sustainability through membership dues. However, it has not reached that point and, thus, will require funds from projects in the short to medium term. MEF has limited funds to be able to continue some of the forced labor training and awareness activities. Finally, the income-generating activities including both jobs and businesses gained from the livelihood intervention training in Nepal and Niger have a moderate chance of being sustained. The primary threat to sustaining these gains is the need for refresher training and stronger links to markets and resources.

The outcomes that are least likely to be sustained include **increased capacity of trade unions to contribute to the fight against forced labor** and **increased social dialogue between employers' and workers' organizations on FPRW in Mauritania.** While the capacity of trade unions to address forced labor was increased, the trade unions do not have resources to continue to build capacity. In Mauritania, the social dialogue strategy developed under the Bridge Project has been funded by DRL. While the collective bargaining agreements show promise of sustainability, local tripartite organizations participating in the social dialogue strategy do not have resources and will require continued technical and financial support from the DRL projects.[56]

RECOMMENDATIONS

RECOMMENDATIONS FOR THE BRIDGE PROJECT

GENERAL

1. Develop a detailed sustainability plan. The Bridge Project should develop detailed sustainability plan that provides a clear roadmap to sustain key outputs and outcomes during the project's next phase (Bridge II). While the project document includes a short description on how it intends to achieve sustainability, it does not have a detailed plan. In the first phase of Bridge, the project has achieved important sustainability success factors such as the capacity building of key forced labor actors and provided technical assistance to develop policy frameworks such as national plans on forced labor as well as supporting national surveys and other key forced labor studies and research. These provide a solid foundation on which to build the sustainability plan. The sustainability plan should define the output or outcome to be sustained, the strategy along with concrete action steps to sustain each output or outcome, the government agency or partner organization responsible for the different strategies and action steps, the timeframe for implementing the strategies, and the required resources to implement the strategies. The sustainability plan should also include a set of indicators or benchmarks to measure progress in

[56] The *Mobilizing Communities to Combat Slavery and Slavery-based Discrimination in Mauritania* **is** scheduled to end in October 2023 while the *Empowerment for Resilience: Survivors Combat Slavery and Slavery-based Discrimination in Mauritania and Niger through Sector-based Social Partnerships and Sub-regional Collaboration* is scheduled to end in October 2025.

implementing the plan.[57] The project might consider using the sample sustainability matrix developed by OCFT and used in many of its projects, or the sustainability planning matrix in ILAB's Office Trade and Labor Affairs Sustainability Guide.[58]

2. Develop effect level outcome indicators. The project should develop indicators to measure the use or application of outputs at the outcome level. The project invested heavily in forced labor training (and awareness raising) for labor inspectors, judges, prosecutors, police, journalists, employers, workers, and other officials. While the project measured training effectiveness through the pre and post-tests, it did not always measure the extent to which participants used or applied their new skills, knowledge, and awareness to address forced labor. Likewise, the project should develop indicators to measure the application or implementation of other key outputs such as policies, national action plans, legislation, media products, and research studies. Under the objective to strengthen employer and worker organizations, the project should develop indicators not only measure actions taken by the organization to address forced labor but develop indicators to assess action had on forced labor.

3. Reinstitute regular project staff learning meetings. In response to a midterm evaluation recommendation (#3) to complement existing reporting mechanisms to promote cross-learning, the project organized virtual team meetings for project staff every six months, webinars, WhatsApp group, and a document sharing space. The project initially organized team meetings and webinars in 2019 and 2020 on forced labor indicators, strengthening the project's approach to gender, and the impact stories. However, the virtual learning meetings and webinars were not continued. Since project staff found these meetings and webinars useful, the project should commit to organizing regular learning events (meetings, webinars, or other events) where project staff have the opportunity to discuss and exchange ideals around important achievements, challenges, lessons, and promising practices with the objective of applying new learning to improve project performance, including adjusting activities, interventions, and so forth.

4. Conduct periodic performance assessments to promote learning and continuous improvement. The project should conduct periodic performance assessments in target countries to determine whether the project is achieving its indicator targets, reasons for under or over achievement of the targets, and to capture important lessons. The performance assessments would also help identify whether the project should adjust its outcomes, outputs, activities, and indicators to adopt to changes in the operating context in the Bridge target countries. Project staff along with implementing partners and key tripartite stakeholders should participate in the assessments. The performance assessments could be timed to coincide with the CMEP review workshops and semi-annual technical progress reports so that information ascertained from the assessments serve as input to the CMEP reviews and progress reports.

5. Provide training in the primary language of training participants. The project should provide training in the primary language of the training participants.[59] In Malaysia training was conducted in English not Malay while in Mauritania training was conducted in French or Arabic but not in the local languages of some participants. When it is not feasible to conduct training in the primary language of participants, the project should provide training in two languages facilitated by two trainers. One trainer, possibly a national or international technical expert, would conduct the training in her or his preferred language (English, French, Spanish, Arabic, etc.) while a co-trainer

[57] Note that the indicators or benchmarks are intended to measure progress in implementing the plan but are not meant to measure sustainability.
[58] https://www.dol.gov/sites/dolgov/files/ILAB/Sustainability_Guide_Final_Report_08-22-2018.pdf
[59] The evaluation team acknowledges that the project provided training in the primary language of participants much of the time such as Spanish in Peru, French in Niger, Nepali in Nepal, French or Arabic in Mauritania, and Uzbek in Uzbekistan.

would help present and explain the training content in the primary language of the training participants. The role of the co-trainer would be to help present and explain the content and not to merely interpret. Providing the training in the primary language of the training participants will help ensure that those participants who are not entirely fluent in other languages (English, Spanish, French, Arabic) are able to fully understand and absorb the training content.

6. Develop a strategy to promote e-learning courses. The project should develop and implement an aggressive strategy to promote and market the array of e-learning courses and materials is has or intends to develop and make available online. These e-learning courses could prove to be an effective and efficient way to increase awareness and knowledge about forced labor. Nevertheless, if they are not promoted to potential target audiences, the utilization and eventual impact will be low. Potential course users need to know that the courses exist, where they can be accessed, and some of the benefits they offer. These points should be included in the promotion or marketing strategy.

7. Engage recruitment agencies in the fight against forced labor. The project should collaborate with the ILO's Fair Recruitment Initiative (FRI) to identify potential recruitment agencies it could work with in the second phase of the Bridge Project to combat forced labor practices. Recruitment agencies play a critical role in finding and placing workers, especially migrant workers, with employers. In the process, workers are vulnerable to deceptive and cohesive recruiting practices. These include deception about the nature and conditions of work, retention of passports, deposits and illegal wage deductions, charging of recruitment fees to workers, debt bondage linked to the repayment of recruitment fees, and threats of violence or deportation.[60] With guidance from the FRI, the project might partner with key recruitment agencies to raise awareness about unscrupulous recruitment practices and help ensure that the recruitment process is transparent and grounded in labor standards that prevent human trafficking and forced labor.

8. Provide professional trainers to facilitate the e-learning courses. The project should provide professional trainers to guide training participants through the virtual, e-learning courses to maximize the learning experience in Bridge target countries. Project stakeholders firmly believe that self-directed virtual learning courses require the facilitation from a professional trainer. When providing a professional trainer is not feasible, the project should consider providing recorded video sessions of trainers teaching and facilitating the e-learning courses. While professional trainers would be more effective than recorded video sessions, the video sessions would be more cost-effective and contribute to sustainability.

9. Develop global alliances with key certification standards to include forced labor. The Bridge project, in the second phase, should consider establishing alliances with key international certification standards/bodies with the goal of including forced labor as one of the criteria (indicators) that businesses or organizations would be required to meet during the audit to acquire certification. The Bridge Project in Peru worked successfully with GLOBALG.A.P on including forced labor indicators in its certification process for the agriculture sector. The Bridge project might considering building on this success by identifying and proposing global alliances with not only GLOBALG.A.P but other certification standards/bodies in other sectors where forced labor is a problem.

NEPAL

10. Continue aggressive policy reform initiatives. In the second phase of Bridge, the project should continue to focus on policy reform initiatives. The Protocol has not been ratified by the government

[60] https://www.ilo.org/global/topics/fair-recruitment/WCMS_377802/lang--en/index.htm

and the Integrated Forced Labour Act has not been finalized. Therefore, it is important for the project to continue to focus on policy formulation initiatives with an increase in awareness raising activities for governmental officials, employers, trade unions, human rights organizations, and media.

11. Focus interventions on "haruwa-charuwa". The project should target "haruwa-charuwa" in Madhesh Pradesh with policy, awareness raising, knowledge, social mobilization, and livelihood interventions during the next phase of the project. Much of the early focus and success of the project was placed on "Haliya". Thus, "haruwa-charuwa" would benefit from a continued focus on project interventions in the second phase of Bridge.

PERU

12. Strengthen inter-governmental agency coordination on forced labor. The project should focus part of its efforts in the second phase of Bridge on strengthening inter-governmental agency coordination and collaboration to combat forced labor in Peru. Inter-governmental agency coordination is still relatively weak. Government agencies tend not to share information about their plans and programs to combat forced labor. In addition, databases among agencies tasked with addressing forced labor are not combatable. The project might consider strengthening or developing mechanisms to promote information sharing, joint planning, and collaborative program implementation so forced labor efforts are more effective.

13. Learn from Nepal and Niger. The project should analyze the key lessons learned, challenges, and success factor from the livelihood interventions in Nepal and Niger and, to the extent feasible and appropriate, apply these learnings to Peru. In Nepal, the mapping process was important to select appropriate livelihood interventions for beneficiaries including making sure the livelihood skills meet gaps and needs in local markets. Also, the certification process as well as linking beneficiaries to government institutions and resources were important success factors. In Niger, the project's integrated strategy to address the complex issues of forced labor and economic and social vulnerability as well as its effectiveness at proving victims of forced labor with information and legal processes to protect their rights were key factors to success. In addition to these examples from Nepal and Niger, the project should consider linking the beneficiaries of livelihood serves to government and non-government social and psychological resources and networks.

UZBEKISTAN

14. Address the needs of labor inspectors. There is a strong perception among labor inspectors that the Uzbekistan government has eliminated forced labor in the cotton sector and that it is not a major problem in other sectors. In the second phase of Bridge, labor inspectors would like the project to help build their capacity in other inspection areas such as OSH, FPRW (collective bargaining and freedom of association), and calculating overtime and other benefits. The project should, to the extent possible, incorporate these inspection areas with its forced labor capacity building interventions and activities. The objective would be to continue to address forced labor while strengthening the skill based of the labor inspectors.

15. Determine why more trained journalists have not developed media products. The project should conduct an informal inquiry to determine the reasons that more journalists have not written articles or developed other media products to help increase awareness of forced labor in Uzbekistan. The project trained 49 journalists but only have written articles about forced labor. One theory is that journalists might be reluctant to write about forced labor because the government claims it has been largely eliminated. Whatever the reasons, it would be useful to understand them and develop strategies to try to address them so more journalists write articles

or develop other media products that raise awareness about forced labor in the country. In addition to Uzbekistan, the project should consider conducting a similar inquiry in Mauritania. Despite training 25 journalists, none have written articles or produced any other type of media product.

RECOMMENDATIONS FOR THE ILO

16. Continue to strengthen livelihoods in Niger. Since the Bridge Project will end in Niger, the ILO should build on the successes of the Bridge Project to continue to invest in training beneficiaries to strengthen their skills and capacities, as well as to provide them with equipment and inputs for the production of products. In addition, it should continue to strengthen beneficiaries' business management and business development skills to improve their economic efficiency and ensure their financial self-sufficiency. Finally, the ILO should consider promoting the use of sustainable agriculture and business practices to ensure the long-term economic viability of beneficiaries ' activities such as the use of locally available non-timber forest products.

17. Continue to raise awareness and invest in education in Niger. Building on the success of the Bridge Project in Niger, the ILO should continue to strengthen awareness and education of women victims of slavery on their rights, legal processes to protect them, as well as to promote the rights of victims of slavery. It should also continue to promote the importance of children's education and schooling as well as sstrengthen education and sensitization of communities on women's and children's rights, including on the prevention of slavery and the importance of education.

RECOMMENDATIONS FOR ILAB

18. Use the ILAB Global Accelerator Lab project to provide technical support to the NAPFL in Malaysia. ILAB should ensure that the Global Accelerator Lab Project: Intensifying Action Against Forced Labor and Child Labor (GALAB) project provides the necessary technical and financial support to key stakeholders in Malaysia to implement the NAPFL.[61] The development of the NAPFL was a significant accomplishment of the Bridge Project in Malaysia. However, the government and other stakeholders will require continued support to effectively implement the plan. Although the Bridge Project is ending its activities in Malaysia, ILAB provided funding to the ILO to implement the GALAB project, which has a mandate to support the NAPFL as well as Alliance 8.7 activities. The GALAB project should be able to provide the continued support to key stakeholders in Malaysia to implement the NAPFL.

19. Remove project coordinators as key personnel. ILAB should consider removing project coordinators as key personnel. According to ILAB grant policy, staff positions designated as key personnel require review and approval by the ILAB grant officer. When there are turnovers of project coordinators, the approval process can take weeks due to the heavy workloads of the grant officers. The length approval process creates bottlenecks and delays project implementation in countries. Instead of formal review and approval by the contracting officer, ILAB could require the project to submit proposed project coordinators to the grant officer representative (GOR) for review. If the GOR has any concerns, she can raise them with the project director to discuss and resolve in a timely manner before the project coordinator is hired. The objective should be to recruit, hire, and place the project coordinators as soon as possible so implementation is not significantly delayed.

20. Streamline the technical progress report. The Bridge Project in collaboration with the ILAB GOR should work to streamline the technical progress report (TPR) so it contains only the essential information required by ILAB to satisfy the cooperative agreement reporting requirements and

[61] ILAB's Global Accelerator Lab project addresses child labor and forced labor at the global, regional, and country levels (Ghana, Nigeria, Malaysia), . The project intends to deploy innovative solutions to improve due diligence and transparency in supply chains, strengthen workers' voice, and increase access to social protections.

provide effective oversight of the project. The project's TPRs typically are over 200 pages including the annexes. The TPRs consist of country specific context, project performance by country, M&E issues, lessons learned and emerging practices, impact stories from beneficiaries, sub-awards/grants, other (events, communication and outreach, management issues), and the annexes (A-H). It takes project staff (global and country levels) 10-15 days to develop the TPR, which is submitted every six months. The TPR also requires significant time and effort from the GOR to read and respond. The objective of the streamlining is to provide the essential information that ILAB requires while decreasing the effort and time the project spends on producing it, which would free up more time to implement the project.

Recommendation	Evidence	Page Numbers
Bridge Project General Recommendations		
1. Develop a detailed sustainability plan.	Project does not have a detailed sustainability plan.	60
2. Develop effect level outcome indicators.	Project does not have indicators to measure higher level effect such as use of new knowledge and skills.	43
3. Organize regular project staff learning meetings.	Project stopped organizing periodic learning events (meetings and webinars) that were useful to learn and adopt.	47, 67
4. Conduct periodic performance assessments to promote learning and continuous improvement.	Developing the technical progress report in time and labor intensive but not used as a learning process for staff and key stakeholders.	53, 54
5. Provide training in the primary language of training participants.	Training often held in primary language of trainers but not in the primary languages of the training participants, which makes learning more difficult.	45
6. Develop a strategy to promote e-learning courses.	E-learning courses stored online require promotion so potential audiences know what they are and where to find them.	61, 64
7. Engage recruitment agencies in the fight against forced labor.	Recruitment agencies are critical to fight against forced labor but have not always been included in project interventions.	25
8. Provide professional trainers to facilitate the e-learning courses.	Stakeholders firmly believe that self-directed e-learning courses are less effective than e-learning courses facilitated by professional trainers.	45
9. Develop global alliance with key certification standards to include forced labor.	Alliances with certification standards such as GLOBALG.A.P could be an effective and sustainable strategy to help eliminate forced labor in certain sectors such as agriculture, textiles and so forth.	69

Recommendation	Evidence	Page Numbers
Nepal Recommendations		
10. Continue aggressive policy reform initiatives in Bridge II.	The Protocol has not been ratified and the Integrated Forced Labour Act has not been approved.	26
11. Focus interventions on "haruwa-charuwa" in Bridge II.	Most of the project's early interventions were focused on "haliya". The interventions for "haruwa-charuwa" started later.	49
Peru Recommendations		
12. Strengthen inter-governmental agency coordination on forced labor in Peru.	Inter-governmental agency coordination and collaboration is weak including the lack of information sharing and joint planning, which weakens government's efforts to address forced labor.	33
13. Learn from Nepal and Niger.	The livelihood strategy in Peru would benefit from lessons learned implementing livelihood interventions in Nepal and Peru.	42
Uzbekistan Recommendations		
14. Address the needs of labor inspectors.	Labor inspectors believe that forced labor has largely been eliminated and now are requesting help to strengthen their knowledge and skills in other labor inspection areas such as OSH and FPRW.	28, 42, 45
15. Determine why more trained journalists have not developed media products.	Although 40 journalists were trained to write articles on forced labor or produce other media products, only two have done so.	45
ILO Recommendation		
16. Continue to strengthen livelihoods in Niger.	While the project made important progress in strengthening livelihoods, more support is needed in the areas of vocational training, business training, and sustainable agriculture practices.	42
17. Continue to raise awareness and invest in education in Niger.	The Bridge Project invested in education interventions to lay a solid foundation but more work is required to create awareness and strengthen education, which can help decrease forced labor.	42
ILAB Recommendations		
18. Use the ILAB Global Accelerator Lab project to provide technical support to the NAPFL in Malaysia.	Key stakeholder firmly believe that the Bridge Project ended too early because the government will require support from the ILO to implement the NAPFL.	25, 42

Recommendation	Evidence	Page Numbers
19. Remove project coordinators as key personnel.	Project coordinators are currently classified as key personnel meaning that ILAB contracting officers need to approve new project coordinators when turnover occurs. The approval process has caused bottlenecks and delays.	59
20. Streamline the technical progress report.	The preparation of the semi-annual technical progress reports takes approximately 30 days or about 20 percent of staff time, which takes time away from project implementation.	54

ANNEX A. LIST OF DOCUMENTS REVIEWED

- Award Notice: Grant Number IL-27592-15-75-K—1, September 2015
- Award Modifications (#1 to #18)
- Bridge Project Annual Workplans (Geneva, Malaysia, Mauritania Nepal, Niger, Peru, Uzbekistan)
- Bridge Project Midterm Evaluation Report, March 2018
- Comprehensive Monitoring and Evaluation Plan (and revisions)
- Federal Financial Reports (2016 to 2022)
- ILAB Management Procedures and Guidelines 2022
- Nepal Midline and Endline Survey Results
- Niger Midline and Preliminary Endline Survey Results
- Project Federal Award Terms and Conditions
- Project Document: From Protocol to Practice: A Bridge to Global Action on Forced Labor (The Bridge Project), 2015
- Technical Progress Reports and Annexes (14 Reports: April 2016 to October 2022)
- Project Document: Mobilizing Communities to Combat Slavery and Slavery-based Discrimination in Mauritania - MRT/20/03/USA
- Project Document: Empowerment for Resilience: Survivors Combat Slavery and Slavery-based Discrimination in Mauritania and Niger through Sector-based Social Partnerships and Sub-regional Collaboration- RAF/21/06/USA

ANNEX B. EVALUATION ITINERARY

At this time, the evaluation itinerary is only available for internal NORC, USDOL and ILO team members. For more details on the evaluation fieldwork please refer to Annex D. Evaluation Methodology and Limitations.

ANNEX C. TERMS OF REFERENCE

TERMS OF REFERENCE

December 21, 2022

FINAL PERFORMANCE EVALUATION (PE) OF BRIDGE PROJECT IN NEPAL, NIGER PERU, MALAYSIA, MAURITANIA AND UZBEKISTAN

SUBMITTED TO

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1. BACKGROUND AND JUSTIFICATION

The Office of Child Labor, Forced Labor, and Human Trafficking (OCFT) is an office within the Bureau of International Labor Affairs (ILAB), an agency of the U.S. Department of Labor (USDOL). ILAB's mission is to promote a fair global playing field for workers in the United States and around the world by enforcing trade commitments, strengthening labor standards, and combating international child labor, forced labor, and human trafficking.

OCFT works to combat child labor, forced labor, and human trafficking around the world through international research, policy engagement, technical cooperation, and awareness-raising. Since OCFT's technical cooperation program began in 1995, the U.S. Congress has appropriated funds annually to USDOL for efforts to combat exploitive child labor internationally. This funding has been used to support technical cooperation projects in more than 90 countries around the world. Technical cooperation projects funded by USDOL support sustained efforts that address child labor and forced labor's underlying causes, including poverty and lack of access to education.

This evaluation approach will be in accordance with DOL's Evaluation Policy[62]. OCFT is committed to using the most rigorous methods applicable for this qualitative performance evaluation and to learning from the evaluation results. The evaluation will be conducted by an independent third party and in an ethical manner and safeguard the dignity, rights, safety and privacy of participants. The quality standards underlying this evaluation are: Relevance, Coherence (to the extent possible), Effectiveness, Efficiency, Impact (to the extent possible), and Sustainability.[63] In conducting this evaluation, the evaluator will strive to uphold the American Evaluation Association Guiding Principles for Evaluators.[64] OCFT will make the evaluation report available and accessible on its website.

PROJECT CONTEXT

Forced labor is a serious violation of human rights, which deprives victims of their freedom and dignity.[65] The International Labour Organization (ILO) estimates that 27.6 million men, women, and children are in forced labor situations that include trafficking, debt bondage, or working in slavery-like conditions.

Eighty-six percent of forced labor cases are imposed by individuals or enterprises in the private economy. The rise in global forced labor estimates from 24.9 million in 2016 to 27.6 million in 2021 was driven entirely by privately-imposed forced labor. The services (excluding domestic work), manufacturing, construction, agriculture (excluding fishing), and domestic work sectors account for the majority of total forced labor (87 per cent) among adults.

In addition to the victims who suffer; industries and businesses face unfair competition, and governments lose billions of dollars annually in tax income and social security contributions. In 2014, the ILO estimated the illegal profits generated by forced labor at US $150 billion per year. [5]

[62]For more information on DOL's Evaluation Policy, please visit https://www.dol.gov/asp/evaluation/evaluationpolicy.htm

[63] From Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use by the Organization for Economic Development's Development Assistance Committee (OECD-DAC) Network on Development Evaluation. DOL determined these criteria are in accordance with the OMB Guidance M-20-12. For more information, please visit: https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf

[64] For more information on the American Evaluation Association's Guiding Principles, please visit: https://www.eval.org/p/cm/ld/fid=51

[65] ILO: *Stopping forced labor*, Global Report under the Follow-up to the ILO Declaration on Fundamental Principles and Rights at Work, Report I (B), International Labor Conference, 89th Session, Geneva, 2001, p. 1.

In June 2014, during the International Labor Conference (ILC), governments, employers, and workers supported the adoption of a new ILO Protocol and Recommendation No. 203 intended to supplement the Convention 29 on forced labor.[66],[67] The new Protocol is a legally binding instrument that is intended to strengthen global efforts to eliminate forced labor. Recommendation No. 203, on the other hand, provides non-binding practical guidance that builds on the provisions of the Protocol. At the ILC, constituents agreed to have two ratifications for the Protocol to enter into force.

These new instruments also lay out strategies to prevent forced labor, such as awareness raising; extending the coverage of relevant laws to all workers and sectors; improving labor inspection and other services; providing enhanced protection from abuses arising during the recruitment process; and due diligence actions by the public and private sector. The Protocol requires ILO member states to take measures to identify, release[9] and provide assistance to victims of forced labor as well obligating member states to ensure that victims have access to appropriate and effective remedies (i.e. compensation). The Protocol also calls for ILO members to consult with employers' and workers' organizations to develop national policies and action plans against forced labor.

Recommendation No. 203 includes specific suggestions to strengthen national law and policy on forced labor in the areas of prevention, protection of victims and ensuring their access to justice and remedies, enforcement, and international cooperation. It provides guidance to implement the Protocol and Convention 29, including the collection of reliable data, addressing child labor, providing basic social security guarantees, and eliminating the charging of recruitment fees to workers.

PROJECT SPECIFIC INFORMATION

The *From Protocol to Practice: A Bridge to Global Action on Forced Labor* (The Bridge Project) aims to build on the momentum that led to the adoption of the new Protocol and Recommendation No. 203 and to foster an understanding of their effective implementation at the global, regional, national and local levels. The goal of Bridge is to strengthen global efforts to eliminate forced labor while the overall project objective is to improve countries' capacity to address forced labor.[68] The project seeks to achieve the following five immediate objectives, each contributing to the project objective:[69]

1. Increased knowledge, awareness, and ratification of the ILO Protocol and Recommendation;
2. Improved and responsive national policies and/or action plans and/or legislation on forced labor with strong implementation, monitoring, and enforcement mechanisms;
3. Increased efforts to collect reliable data in order to carry out research and share knowledge across institutions at national, regional, and global levels;
4. Workers' and employers' organizations actively support the fight against forced labor; and
5. Increased awareness and access to livelihood programs for victims of forced labor.

Bridge is funded by USDOL's Bureau of International Labor Affairs (ILAB) Office of Child Labor, Forced Labor, and Trafficking (OCFT) and is implemented by the ILO's Fundamental Principles and Rights at Work Branch (FUNDAMENTALS). The project works globally, as well as with six priority countries and one participating country, to advance and provide a concrete grounding to this strategy.[70] The initial priority countries included Mauritania, Nepal, and Peru. In 2016, Malaysia was added as the fourth priority country. In 2017, Niger became the fifth priority country while the Dominican Republic was added as a participating country with a limited scope of work. In 2020, Uzbekistan was added as the

[66] *http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:P029*
[67] *http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO:12100:P12100_ILO_CODE:R203:NO*
[68] Bridge Comprehensive Monitoring and Evaluation Plan
[69] Bridge Project Document
[70] The priority countries were selected to capture geographic diversity and various forms of forced labor, and where there were opportunities to support and implement the Protocol.

sixth priority country. The focus of this final evaluation is on Nepal, Malaysia, Niger, Peru, Mauritania and Uzbekistan.

2. PURPOSE AND SCOPE OF EVALUATION

EVALUATION PURPOSE

The purpose of final performance evaluations covered under this contract includes, but may not be limited to, the following:

- Assessing if the project has achieved its objectives and outcomes, identifying the challenges encountered in doing so, and analyzing the driving factors for these challenges;
- Assessing the intended and unintended effects of the project;
- Assessing lessons learned and emerging practices from the project (e.g., strategies and models of intervention) and experiences in implementation that can be applied in current or future projects in the focus country(ies) and in projects designed under similar conditions or target sectors; and
- Assessing which outcomes or outputs can be deemed sustainable.

INTENDED USERS

The evaluation will provide OCFT, the grantee, other project stakeholders, and stakeholders working to combat forced labor more broadly, an assessment of the project's performance, its effects on project participants, and an understanding of the factors driving the project results. The evaluation results, conclusions and recommendations will serve to inform any project adjustments that may need to be made, and to inform stakeholders in the design and implementation of subsequent phases or future forced labor elimination projects as appropriate. The evaluation report will be published on the USDOL and ILO websites, so the report should be written as a standalone document, providing the necessary background information for readers who are unfamiliar with the details of the project.

3. EVALUATION QUESTIONS

Below are specific focus areas that need to be addressed during the evaluation process. These should be discussed with the evaluator and incorporated into questions as needed.

All questions should be organized under the following OECD Evaluation categories:

- Relevance (and validity),
- Coherence,
- Effectiveness,
- Impact (intended and unintended effects)
- Efficiency,
- Sustainability

FINAL EVALUATION QUESTIONS:

Relevance (and validity)

1. To what extent did the project make adjustments to the project design as recommended by the midterm evaluation? Did these adjustments prove to be necessary and sufficient to achieve desired results?
2. How can the project design be improved to better respond to the needs and priorities of participants, including forced labor survivors and institutional partners?

Coherence

3. To what extent has the project established links and coordinated with other efforts to address forced labor by key tripartite plus organizations (government, employer and worker organizations, civil society, and other donors). How can the project improve coordination and collaboration with these organizations?

Effectiveness

4. To what extent has the project accomplished its primary objectives and planned outcomes? What are the key internal or external factors that limited or facilitated the achievement of these objectives and outcomes?
5. How can future project interventions build on and scale the achievements, including the facilitating factors, while addressing the hindering factors?
6. How effective has the project's capacity building activities been (e.g. online trainings, e-learning courses, in-person trainings, capacity-building with NGOs)? How can capacity building activities be improved for the next phase of the project?
7. To what extent has the project addressed the midterm evaluation recommendations and what difference did they make in project performance?
8. How effective were the livelihood interventions in Nepal and Niger? How can livelihood interventions be improved for new phases of the project?
9. To what extent does the project's Comprehensive Monitoring and Evaluation Plan (CMEP) provide a valid means to monitor project progress and achievements; and to what extent has the monitoring and evaluation (M&E) system been effectively used by the project to inform management decision making?

Impact (intended and unintended effects)

10. What effect, positive or negative, has the project had on the lives of beneficiaries, especially the beneficiaries of the livelihood interventions in Nepal and Niger, including any unintended effects?

Efficiency

11. What factors affected the project's efficiency (e.g. delays, COVID-19) and how did the project respond to these factors?

Sustainability

12. Given that some countries are ending after Phase I while others are continuing, to what extent has a phase out strategy been defined where appropriate and what steps have been taken to ensure sustainability? How might the phase out strategy be improved?
13. Which project's outcomes are most likely to be sustained and transferred to communities or relevant institutions when the project ends?

4. EVALUATION METHODOLOGY AND TIMEFRAME

The evaluation methodology will consist of the following activities and approaches:

A. APPROACH

The evaluation approach will be qualitative and participatory in nature and use project documents including CMEP data to provide quantitative information. Qualitative information will be obtained through field visits, interviews and focus groups as appropriate. Opinions coming from stakeholders and project participants will improve and clarify the use of quantitative analysis. The participatory nature of the evaluation will contribute to the sense of ownership among stakeholders and project participants.

ALL EVALUATIONS SHOULD:

- Identify which interventions are most effective at producing the desired outcomes.
- Identify which outcomes and, where applicable, which outputs have the greatest likelihood of being sustained after donor funding ends.
- Objectively rate the level of achievement of each of the project's major outcomes on a four-point scale (low, moderate, above-moderate, and high).
- Include evaluator activity to review CMEP data with grantee.

To the extent that it is available, quantitative data will be drawn from the CMEP and project reports and incorporated in the analysis. In particular, project monitoring data shall be triangulated with relevant quantitative or qualitative data collected during fieldwork, in order to objectively rate the level of achievement of each of the project's major outcomes on a four-point scale (low, moderate, above-moderate, and high).

The evaluation approach will be independent in terms of the membership of the evaluation team. Project staff and implementing partners will generally only be present in meetings with stakeholders, communities, and beneficiaries to provide introductions. The following additional principles will be applied during the evaluation process:

1. Methods of data collection and stakeholder perspectives will be triangulated for as many as possible of the evaluation questions.
2. Efforts will be made to include parents' and children's voices and beneficiary participation generally, using child-sensitive approaches to interviewing children following the ILO-IPEC guidelines on research with children on the worst forms of child labor[71] and UNICEF Principles for Ethical Reporting on Children.[72]
3. Gender and cultural sensitivity will be integrated in the evaluation approach.
4. Consultations will incorporate a degree of flexibility to maintain a sense of ownership of the stakeholders and beneficiaries, allowing additional questions to be posed that are not included in the TOR, whilst ensuring that key information requirements are met.
5. As far as possible, a consistent approach will be followed in each project site, with adjustments made for the different actors involved, activities conducted, and the progress of implementation in each locality.

B. EVALUATION TEAM

The evaluation team will consist of:

1. The lead evaluator
2. Evaluation manager
3. Local evaluation specialists in Nepal and Niger
4. Mixed-methods analysts

[71] http://www.ilo.org/ipecinfo/product/viewProduct.do?productId=3026
[72] https://www.unicef.org/media/reporting-guidelines

5. As appropriate, an interpreter fluent in necessary languages will travel with the evaluator

One member of the project staff may travel with the team to make introductions. This person is not involved in the evaluation process, or interviews.

The lead evaluator will be responsible for developing the methodology in consultation with (Contractor), USDOL, and the project staff; assigning the tasks of the national consultant (as applicable); assigning the tasks of the interpreter for the field work (as applicable); directly conducting interviews and facilitating other data collection processes; analysis of the evaluation material gathered; presenting feedback on the initial results of the evaluation to the national stakeholder meeting and preparing the evaluation report.

The responsibility of the interpreter in each provincial locality is to ensure that the evaluation team is understood by the stakeholders as far as possible, and that the information gathered is relayed accurately to the evaluator. The interpreter should be impartial and independent from the grantee in order to mitigate potential bias.

C. DATA COLLECTION METHODOLOGY

1. Document Review

- Pre-field visit preparation includes extensive review of relevant documents
- During fieldwork, documentation will be verified and additional documents may be collected
- The evaluator shall also review key CMEP outcome and OCFT Standard Output indicators with the grantee. This will include reviewing the indicator definitions in the CMEP's Performance Monitoring Plan (PMP) and the reported values in the Technical Progress Report (TPR) Annex A to ensure the reporting is accurate and complete.
- Documents may include:
    - CMEP documents and data reported in Annex A of the TPR,
    - Baseline, midline and endline survey reports or pre-situational analyses,
    - Project document and revisions,
    - Project budget and revisions,
    - Financial Reports (FFRs)
    - Cooperative Agreement and project modifications,
    - Technical Progress and Status Reports,
    - Project Results Frameworks and Monitoring Plans,
    - Original work plan and most current revised work plan,
    - Correspondence related to Technical Progress Reports,
    - Management Procedures and Guidelines,
    - Research or other reports undertaken (KAP studies, etc.), and,
    - Project files as appropriate.

2. Question Matrix

Before beginning fieldwork, the evaluator will create a question matrix, which outlines the source of data from where the evaluator plans to collect information for each TOR question. This will help the evaluator make decisions as to how they are going to allocate their time in the field. It will also help the evaluator to ensure that they are exploring all possible avenues for data triangulation and to clearly note where their evaluation results are coming from. The Contractor will share the question matrix with USDOL.

3. Interviews with stakeholders

Informational interviews will be held with as many project stakeholders as possible. The evaluation team will solicit the opinions of, but not limited to: adult participants in direct service interventions, children, youth, community members in areas where awareness-raising activities occurred, parents of project participants, teachers (where applicable), government representatives, employers and private-sector actors, legal authorities, union and NGO officials, the action program implementers, and program staff regarding the project's accomplishments, program design, sustainability, and the working relationship between project staff and their partners, where appropriate.

Depending on the circumstances, these meetings will be one-on-one or group interviews. Technically, stakeholders are all those who have an interest in a project, such as implementers, partners, direct and indirect participants, community leaders, donors, and government officials. Thus, it is anticipated that meetings will be held with:

- OCFT staff responsible for this evaluation and project prior to the commencement of the field work
- Implementers at all levels, including organizations providing direct services to livelihood participants and organizations providing trainings
- Headquarters, Country Director, Project Managers, and Field Staff of Grantee and Partner Organizations
- Government Ministry Officials and Local Government Officials who have been involved in or are knowledgeable about the project
- Community leaders, members, and volunteers
- Workers/Employers Organizations who have been involved in or are knowledgeable about the project
- School teachers, assistants, school directors, education personnel in Niger
- Project participants (livelihood participants, training participants)
- International NGOs and multilateral agencies working in the area
- Other organizations, committees and experts in the area working with former victims of forced labour/descendants of slavery.
- U.S. Embassy staff members

4. Field Visits

The evaluator will visit a selection of project sites in Nepal and Niger. The final selection of field sites to be visited will be made by the evaluator. Every effort should be made to include some sites where the project experienced successes and others that encountered challenges, as well as a good cross section of sites . During the visits, the evaluator will observe the activities and outputs developed by the project. Focus groups with project participants will be held, and interviews will be conducted with representatives from local governments, NGOs, community leaders, other national stakeholders and where relevant, teachers.

The evaluator will use remote data collection methods for the Peru, Malaysia, Mauritania and Uzbekistan evaluations. Zoom or other software will be used to conduct virtual KIIs with key stakeholders.

5. Outcome Achievement and Sustainability Ratings

The evaluator should objectively rate the level of achievement and potential for sustainability of each of the project's outcomes on a four-point scale (low, moderate, above-moderate, and high).

ACHIEVEMENT

"**Achievement**" measures the extent to which a development intervention or project attains its objectives/outcomes, as described in its performance monitoring plan (PMP).

For assessing the achievement of program or project outcomes, the evaluation team should consider the extent to which the objectives/outcomes were achieved and identify the major factors influencing the achievement or non-achievement of the objectives/outcomes. ***For final evaluations***, the evaluation team should consider to what extent the project is likely to meet or exceed its targets by project end.

Project achievement ratings should be determined through triangulation of qualitative and quantitative data. The evaluation team should collect qualitative data from key informant interviews and focus group discussions through a structured data collection process, such as a survey or rapid scorecard. Interviews and focus groups can also provide context for the results reflected in the Data Reporting Form submitted with the Technical Progress Report (TPR). The evaluation team should also analyze quantitative data collected by the project on key performance indicators defined in the Performance Monitoring Plan (PMP) and reported on in the TPR Data Reporting Form. The evaluation team should consider the reliability and validity of the performance indicators and the completeness and accuracy of the data collected. The assessment of quantitative data should consider the extent to which the project achieved its targets and whether these targets were sufficiently ambitious and achievable within the period evaluated. The evaluation team should assess each of the project's objective(s) and outcome(s) according to the following scale:

- **High:** met or exceeded most targets for the period evaluated, with mostly positive feedback from key stakeholders and participants.
- **Above-moderate:** met or exceeded most targets for the period evaluated, **but** with mostly neutral or negative feedback from key stakeholders and participants.
- **Moderate:** missed most targets for the period evaluated, **but** with mostly positive feedback from key stakeholders and participants.
- **Low:** missed most targets for the period evaluated, with mostly neutral or negative feedback from key stakeholders and participants.

SUSTAINABILITY

"**Sustainability**" is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. When evaluating the sustainability of a project, it is useful to consider the likelihood that the benefits or effects of a particular output or outcome will continue after donor funding ends. It also important to consider the extent to which the project takes into account the actors, factors, and institutions that are likely to have the strongest influence over, capacity, and willingness to sustain the desired outcomes and impacts. Indicators of sustainability could include agreements/linkages with local partners, stakeholder engagement in project sustainability planning, and successful handover of project activities or key outputs to local partners before project end, among others.

The project's Sustainability Plan (including the associated indicators) and TPRs (including the attachments) are key (but not the only) sources for determining its rating. The evaluation team should assess each of the project's objective(s) and outcome(s) according to the following scale:

- **High:** strong likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources[73] are in place to ensure sustainability;
- **Above-moderate:** above average likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources are identified but not yet committed;
- **Moderate:** some likelihood that the benefits of project activities will continue after donor funding is withdrawn and some of the necessary resources are identified;

[73] Resources can include financial resources (i.e. non-donor replacement resources), as well as organization capacity, institutional linkages, motivation and ownership, and political will, among others.

- **Low:** weak likelihood that that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources are not identified.

In determining the rating above, the evaluation team should also consider the extent to which sustainability risks were adequately identified and mitigated through the project's risk management and stakeholder engagement activities. ***For final evaluations***, the evaluation team should assess the risk environment and its expected effects on the project outcomes after the project exits and the capacity/motivation/resources/linkages of the local actors/stakeholders to sustain the outcomes produced by the project.

D. ETHICAL CONSIDERATIONS AND CONFIDENTIALITY

The evaluation mission will observe utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure a maximum freedom of expression of the implementing partners, stakeholders, communities, and project participants, implementing partner staff will generally not be present during interviews. However, implementing partner staff may accompany the evaluator to make introductions whenever necessary, to facilitate the evaluation process, make respondents feel comfortable, and to allow the evaluator to observe the interaction between the implementing partner staff and the interviewees.

E. STAKEHOLDER MEETING

Following the field visits, a stakeholder meeting will be organized by the project and led by the evaluator to bring together a wide range of stakeholders, including the implementing partners and other interested parties to discuss the evaluation results. The list of participants to be invited will be drafted prior to the evaluator's visit and confirmed in consultation with project staff during fieldwork. ILAB staff may participate in the stakeholder meeting virtually if available. ILAB and project staff may coordinate with relevant US Embassy representatives for their participation, as well.

The meeting will present the major *preliminary* results and emerging issues, solicit actionable recommendations, discuss project sustainability and obtain clarification or additional information from stakeholders, including those not interviewed earlier. The agenda of the meeting will be determined by the evaluator in consultation with project staff. Some specific questions for stakeholders may be prepared to guide the discussion and possibly a brief written feedback form.

The agenda is expected to include some of the following items:

- Presentation by the evaluator of the preliminary main results
- Feedback and questions from stakeholders on the results
- Opportunity for implementing partners not met to present their views on progress and challenges in their locality
- If appropriate, Possible Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise on the project's performance
- Discussion of recommendations to improve the implementation and ensure sustainability. Consideration will be given to the value of distributing a feedback form for participants to nominate their "action priorities" for the remainder of the project.

A debrief call will be held with the evaluator and USDOL after the stakeholder workshop to provide USDOL with preliminary results and solicit feedback as needed.

F. LIMITATIONS

Fieldwork for the evaluation will last two weeks, on average, and the evaluator will not have enough time to visit all project sites. As a result, the evaluator will not be able to take all sites into consideration when formulating their results. All efforts will be made to ensure that the evaluator is visiting a representative sample of sites, including some that have performed well and some that have experienced challenges.

This is not a formal impact assessment. Results for the evaluation will be based on information collected from background documents and in interviews with stakeholders, project staff, and project participants. The accuracy of the evaluation results will be determined by the integrity of information provided to the evaluator from these sources.

Furthermore, the ability of the evaluator to determine efficiency will be limited by the amount of financial data available. A cost-efficiency analysis is not included because it would require impact data which is not available.

G. ROLES AND RESPONSIBILITIES

The Contractor is responsible for accomplishing the following items:

- Providing all evaluation management and logistical support for evaluation deliverables within the timelines specified in the contract and TOR;
- Providing all logistical support for travel associated with the evaluation;
- Providing quality control over all deliverables submitted to ILAB;
- Ensuring the Evaluation Team conducts the evaluation according to the TOR;

The Evaluation Team will conduct the evaluation according to the TOR. The Evaluation Team is responsible for accomplishing the following items:

- Receiving and responding to or incorporating input from the grantees and ILAB on the initial TOR draft;
- Finalizing and submitting the TOR and sharing concurrently with the grantees and ILAB;
- Reviewing project background documents;
- Reviewing the evaluation questions and refining them as necessary;
- Developing and implementing an evaluation methodology, including document review, KIIs and FGDs, and secondary data analysis, to answer the evaluation questions;
- Conducting planning meetings or calls, including developing a field itinerary, as necessary, with ILAB and grantees;
- Deciding the composition of field visit KII and FGD participants to ensure the objectivity of the evaluation;
- Developing an evaluation question matrix for ILAB;
- Presenting preliminary results verbally to project field staff and other stakeholders as determined in consultation with ILAB and grantees;
- Preparing an initial draft of the evaluation report for ILAB and grantee review;
- Incorporating comments from ILAB and the grantee/other stakeholders into the final report, as appropriate.
- Developing a comment matrix addressing the disposition of all of the comments provided;
- Preparing and submitting the final report;

ILAB is responsible for the following items:

- Launching the contract;
- Reviewing the TOR, providing input to the evaluation team as necessary, and agreeing on final draft;

- Providing project background documents to the evaluation team, in collaboration with the grantees;
- Obtaining country clearance from U.S. Embassy in fieldwork country;
- Briefing grantees on the upcoming field visit and working with them to coordinate and prepare for the visit;
- Reviewing and providing comments on the draft evaluation report;
- Approving the final draft of the evaluation report;
- Participating in the pre- and post-trip debriefing and interviews;
- Including the ILAB evaluation contracting officer's representative on all communication with the evaluation team;

The grantee is responsible for the following items:

- Reviewing the TOR, providing input to the evaluation team as necessary, and agreeing on the final draft;
- Providing project background materials to the evaluation team, in collaboration with ILAB;
- Preparing a list of recommended interviewees with feedback on the draft TOR;
- Participating in planning meetings or calls, including developing a field itinerary, as necessary, with ILAB and evaluator;
- Scheduling interviews (face to face or remote) during the fieldwork phase as well as coordinating all logistical arrangements;
- Introducing the evaluators to interviewees before the interviews begin but not taking part in the interviews;
- Helping the evaluation team to identify and arrange for interpreters as needed to facilitate interviews;
- Reviewing and providing comments on the draft evaluation reports;
- Organizing, financing, and participating in the stakeholder debriefing meeting;
- Providing in-country ground transportation to meetings and interviews;
- Including the ILAB program office on all written communication with the evaluation team.

H. TIMETABLE

The tentative timetable is as follows. Actual dates may be adjusted as needs arise.

Task	Responsible Party	Date
Evaluation launch call	DOL/OCFT	8/23/22
Background project documents sent to Contractor	DOL/OCFT	9/1/22
TOR Template submitted to Contractor	DOL/OCFT	8/31/22
Contractor and Grantee work to develop draft itinerary and stakeholder list	Contractor and Grantee	9/7/22 – 9/22/22
Logistics call - Discuss logistics and field itinerary	Contractor and Grantee (DOL/OCFT as needed)	9/12/22
Contractor sends minutes from logistics call	Contractor	9/14/22
Draft TOR sent to DOL/OCFT and Grantee	Contractor	9/7/22
DOL/OCFT and Grantee provide comments on draft TOR	DOL/OCFT and Grantee	9/14/22 – 10/29/22
Fieldwork budget submitted to DOL/OCFT	Contractor	11/16/22
Fieldwork budget approved by DOL/OCFT	DOL/OCFT	11/18/22
Finalize field itinerary and stakeholder list for workshop	DOL/OCFT, Contractor, and Grantee	11/1/22 – 11/14/22
Final TOR submitted to DOL/OCFT for approval	Contractor	11/16/22
Question matrix submitted to DOL/OCFT for review	Contractor	10/29/22
Final approval of TOR by DOL/OCFT	DOL/OCFT	11/25/22

Task	Responsible Party	Date
Submit finalized TOR to Grantee	Contractor	11/17/22
Interview call with DOL/OCFT	Contractor	10/22/22 – 11/4/22
Interview call with Grantee HQ staff	Contractor	10/22/22 – 11/25/22
Fieldwork	Contractor	10/22/22 – 12/16/22
Field exit briefing for Nepal and Niger with DOL/OCFT	Contractor	01/4/23
Country post-fieldwork debrief meetings in Nepal and Niger (in-person & virtual)	Contractor	1/17/23 – 1/24/23
Data collection (field) exit briefing for remaining countries with DOL/OCFT	Contractor	1/20/23
Global Stakeholder Workshop (virtual)	Contractor	1/31/23
Draft report (2-week review draft) submitted to DOL/OCFT and Grantee	Contractor	2/24/23
DOL/OCFT and Grantee/key stakeholder comments due to contractor after full 2-week review	DOL/OCFT and Grantee	3/10/23
Revised report in redline submitted to DOL/OCFT and Grantee demonstrating how all comments were addressed either via a comment matrix or other format	Contractor	3/24/23
DOL/OCFT and Grantee provides concurrence that comments were addressed	DOL/OCFT and Grantee	4/7/23
Final report submitted to DOL/OCFT and Grantee	Contractor	4/14/23
Final approval of report by DOL/OCFT	DOL/OCFT	4/21/23
Final presentation of evaluation findings to DOL/OCFT	Contractor	4/28/23
Draft infographic/brief document submitted to DOL/OCFT	Contractor	5/5/23
DOL/OCFT comments on draft infographic/brief	DOL/OCFT	5/19/23
Revised infographics submitted to DOL/OCFT	Contractor	5/26/23
Final approval of infographics by DOL/OCFT	DOL/OCFT	6/9/23
Editing and 508 compliance by contractor	Contractor	6/9/23 – 6/18/23
Final infographic/brief submitted to DOL/OCFT (508 compliant)	Contractor	6/18/23
Final approval of infographic/brief by DOL/OCFT (508 compliant)	DOL/OCFT	6/25/23
Final edited report submitted to COR (508 compliant)	Contractor	6/25/23
Final edited approved report and infographic/brief shared with grantee (508 compliant)	Contractor	6/27/23

5. EXPECTED OUTPUTS/DELIVERABLES

A first draft of the evaluation report will be submitted to the Contractor per the timeline detailed in the Timetable section. The report should have the following structure and content:

1. Table of Contents
2. List of Acronyms
3. Executive Summary (no more than **five pages** providing an overview of the evaluation, summary of main results/lessons learned/emerging good practices, and key recommendations)
4. Evaluation Objectives
5. Project Description
6. Listing of Evaluation Questions
7. Findings
    a. The results section includes the facts, analysis, and supporting evidence. The results section of the evaluation report should address the evaluation questions. It does not

have to be in a question-response format, but should be responsive to each evaluation question.

8. Conclusions and Recommendations
    a. Conclusions – interpretation of the facts, including criteria for judgments
    b. Lessons Learned and Emerging Good Practices[74]
    c. Key Recommendations - critical for successfully meeting project objectives and/or judgments on what changes need to be made for sustainability or future programming
9. Annexes –
    a. List of documents reviewed;
    b. Interviews (including list of stakeholder groups; without PII in web version)/meetings/site visits;
    c. Stakeholder workshop agenda and participants;
    d. TOR, Evaluation Methodology and Limitations;
    e. Summary of Recommendations (citing page numbers for evidence in the body of the report, listing out the supporting evidence for each recommendation, and identifying party that the recommendation is directed toward.)

The key recommendations must be **action-oriented and implementable**. The recommendations should be clearly linked to results and directed to a specific party to be implemented. It is preferable for the report to contain no more than 10 recommendations, but other suggestions may be incorporated in the report in other ways.

The total length of the report should be approximately 60 pages for the main report, excluding the executive summary and annexes.

The first draft of the report will be circulated to OCFT and the grantee individually for their review. The evaluator will incorporate comments from OCFT and the grantee/other key stakeholders into the final reports as appropriate, and the evaluator will provide a response, in the form of a comment matrix, as to why any comments might not have been incorporated.

While the substantive content of the results, conclusions, and recommendations of the report shall be determined by the evaluator, the report is subject to final approval by ILAB/OCFT in terms of whether or not the report meets the conditions of the TOR.

[74] An emerging *good practice* is a process, practice, or system highlighted in the evaluation reports as having improved the performance and efficiency of the program in specific areas. They are activities or systems that are recommended to others for use in similar situations. A *lesson learned* documents the experience gained during a program. They may identify a process, practice, or systems to avoid in specific situations

ANNEX D. EVALUATION METHODOLOGY AND LIMITATIONS

EVALUATION QUESTIONS

The evaluation team, with input from OCFT and ILO, developed 13 evaluation questions to guide the Bridge Project evaluation. The evaluation questions are organized according to the Organization for Economic Cooperation and Development (OEDC) Development Assistance Committee (DAC) criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability).[75]

Bridge Project
Relevance: The extent to which the project's objectives and design respond to the needs of beneficiaries and institutional needs including their policies and priorities.
1. To what extent did the project make adjustments to the project design as recommended by the midterm evaluation? Did these adjustments prove to be necessary and sufficient to achieve desired results? 2. Were the needs of forced labor survivors fully taken into account while designing the interventions?
Coherence: The compatibility of the project interventions with other interventions in a country, sector, or institution.
3. To what extent has the project established links and coordinated with other efforts to address forced labor by key tripartite plus organizations (government, employer and worker organizations, civil society, and other donors). How can the project improve coordination and collaboration with these organizations?
Effectiveness: The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.
4. To what extent has the project accomplished its primary objectives and planned outcomes? What are the key internal or external factors that limited or facilitated the achievement of these objectives and outcomes? 5. How can future project interventions build on and scale the achievements, including the facilitating factors, while addressing the hindering factors? 6. How effective has the project's capacity building activities been (e-online trainings, e-learning courses, in-person trainings, capacity-building with NGOs)? How can capacity building activities be improved for the next phase of the project? 7. To what extent has the project addressed the midterm evaluation recommendations and what difference did they make in project performance? 8. How effective were the livelihood interventions in Nepal and Niger? How can livelihood interventions be improved for new phases of the project? 9. Does the project's Comprehensive Monitoring and Evaluation Plan (CMEP) provide a valid means to monitor project progress and achievements; and to what extent has the monitoring and evaluation (M&E) system been effectively used by the project to inform management decision making?
Impact: The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.
10. What effect, positive or negative, has the project had on the lives of beneficiaries, especially the beneficiaries of the livelihood interventions in Nepal and Niger, including any unintended effects?

[75] Reference to OEDC

Bridge Project
Efficiency: The extent to which the project intervention delivers, or is likely to deliver, results in an economic and timely way.
11. What factors affected the project's efficiency (delays, COVID-19) and how did the project respond to these factors?
Sustainability: The extent to which the net benefits of the intervention continue, or are likely to continue on project resources end.
12. Given that some countries are ending after Phase I while others are continuing, to what extent has a phase out strategy been defined where appropriate and what steps have been taken to ensure sustainability? How might the phase out strategy be improved? 13. Which project's outcomes are most likely to be sustained and transferred to communities or relevant institutions when the project ends?

EVALUATION TEAM

The evaluation team consisted of the evaluation manager, lead evaluator, and two assistant evaluators. Ridhi Sahal, who served as the project manager, was responsible for managing the evaluation including providing quality control oversight to deliverables, working to resolve operational issues, and acting as the point of contact between USDOL and NORC. Dan O'Brien served as the lead evaluator and was responsible for developing the data collection instruments and protocols, conducting interviews with stakeholders in Malaysia, Mauritania, Peru, and Uzbekistan, analyzing data, and preparing the draft and final versions of the evaluation report. Uddhav Raj Poudyal and Manzo Rio-Rio Aminou served as the assistant evaluators for Nepal and Niger, respectively. The assistant evaluators were responsible for conducting key informant interviews and focus group discussions with key stakeholders as well as performing preliminary data analysis.

EVALUATION APPROACH AND SCHEDULE

The evaluation team used a mixed-methods evaluation design consisting of document reviews, key informant interviews, focus group discussions, and an online perception survey. Evaluation fieldwork was conducted for Malaysia, Mauritania, Peru, and Uzbekistan remotely using video conference platforms such as Zoom and Microsoft Teams. Fieldwork for Nepal and Niger was conducted in person by the assistant evaluators.

The evaluation team used semi-structured interview protocols, making adjustments based on interviewees' background, role in the project, and relevant knowledge. The evaluation team conducted key informant interviews with project staff and key stakeholders based in the ILO office in Geneva and those based in each of the six target countries. The evaluation team also conducted focus group discussions with livelihood beneficiaries in Nepal and Niger. In addition, the team also obtained quantitative data from the project's documents and reports. The evaluation team triangulated quantitative and qualitative data for the evaluation questions to strengthen the credibility and validity of the results.

NORC implemented the online perception survey using the Qualtrics platform. The lead evaluator used the findings from the survey to further triangulate data and incorporated key findings in the main evaluation report.

The evaluation team developed the terms of reference (TOR) including key evaluation questions, methodology, data collection matrix and tools between October and December 2022. The team conducted document reviews, key informant interviews, data quality analysis, and the online perception survey between November 2022 and February 2023. The lead evaluator conducted remote

fieldwork in Malaysia, Mauritania, Peru and Uzbekistan between November 3 and 24, 2022. The assistant evaluator for Nepal conducted fieldwork activities from November 26 to December 12, 2022 while the assistant evaluator for Niger conducted fieldwork activities between November 21 and December 10, 2022. The evaluation team analyzed data and wrote the evaluation report between November 24, 2022 and February 27, 2023.

DATA COLLECTION AND ANALYSIS

DATA COLLECTION. The evaluation team developed the evaluation questions with input from OCFT and the Bridge Project team. The evaluation questions were used to develop data collection guides and protocols. The data collection methods used by the evaluation team include:

DOCUMENT REVIEW. The evaluation team read numerous project documents and other reference publications including the project document, monitoring and evaluation plan, technical progress reports (TPR) and their annexes, cooperative agreement, project modifications, financial reports, and other supporting project materials obtained during the fieldwork component. Overall, the document reviews provided important background information for the evaluation. Annex A shows a complete list of documents reviewed.

KEY INFORMANT INTERVIEWS. The evaluation team interviewed 337 key informant stakeholders including 199 females and 138 males. The following table shows the number of interviews for each country disaggregated by gender. A complete list of key informant interviewees by country is listed in Annex B.

Stakeholder	Male	Female	Total
Geneva			
Bridge Project Team (includes PCs)	5	4	9
Other ILO Staff	1	4	5
Malaysia			
Key Informant Interviews-Stakeholders	4	13	17
Mauritania			
Key Informant Interviews-Stakeholders	22	7	29
Nepal			
Key Informant Interviews-Stakeholders	27	4	31
Focus Group Discussions-Beneficiaries	40	67	107
Niger			
Key Informant Interviews-Stakeholders	17	2	19
Focus Group Discussions-Beneficiaries	0	80	80
Peru			
Key Informant Interviews-Stakeholders	9	10	19
Uzbekistan			
Key Informant Interviews-Stakeholders	13	7	21
Total	138	199	337

FOCUS GROUP DISCUSSIONS. The local evaluation team conducted focus group discussions in Nepal and Niger. In Nepal, the local evaluator conducted 11 focus group discussions with 110 beneficiaries of the livelihood interventions. In Niger, the local evaluator conducted four focus group discussions with 83 livelihood intervention beneficiaries.

The following table shows the number of focus group discussion for each country disaggregated by gender. A complete list of focus group discussion participants by country, skill area, and district is provided in Annex B.

Country	Male	Female	Total
Nepal			
Focus Group Discussion #1	0	11	11
Focus Group Discussion #2	0	8	8
Focus Group Discussion #3	4	7	11
Focus Group Discussion #4	0	5	5
Focus Group Discussion #5	5	0	5
Focus Group Discussion #6	8	3	11
Focus Group Discussion #7	6	0	6
Focus Group Discussion #8	5	16	21
Focus Group Discussion #9	4	6	10
Focus Group Discussion #10	6	3	9
Focus Group Discussion #11	5	8	13
Nepal Total	**43**	**67**	**110**
Niger			
Focus Group Discussion #1	0	19	19
Focus Group Discussion #2	0	24	24
Focus Group Discussion #3	0	20	20
Focus Group Discussion #4	0	20	20
Niger Total	**0**	**83**	**83**
Grand Total	**43**	**150**	**193**

ONLINE PERCEPTION SURVEY. The evaluation team administered an online perception survey to project stakeholders using the Qualtrics platform. The survey was translated into the relevant languages and personalized survey links were sent to participant email addresses. For Uzbekistan and Mauritania, where the majority of training participants did not have email addresses, the NORC team worked with the ILO team to disseminate survey links via Telegram and WhatsApp applications. The survey was sent to 2,539 stakeholders, 195 stakeholders responded for a response rate of 8 percent as of March 20, 2023. The survey was disseminated starting January 20, 2023 and was currently open for a 2-month period in anticipation of additional responses, specifically for Peru, Mauritania and Uzbekistan participants. The detailed survey analyses appear in Annex G.

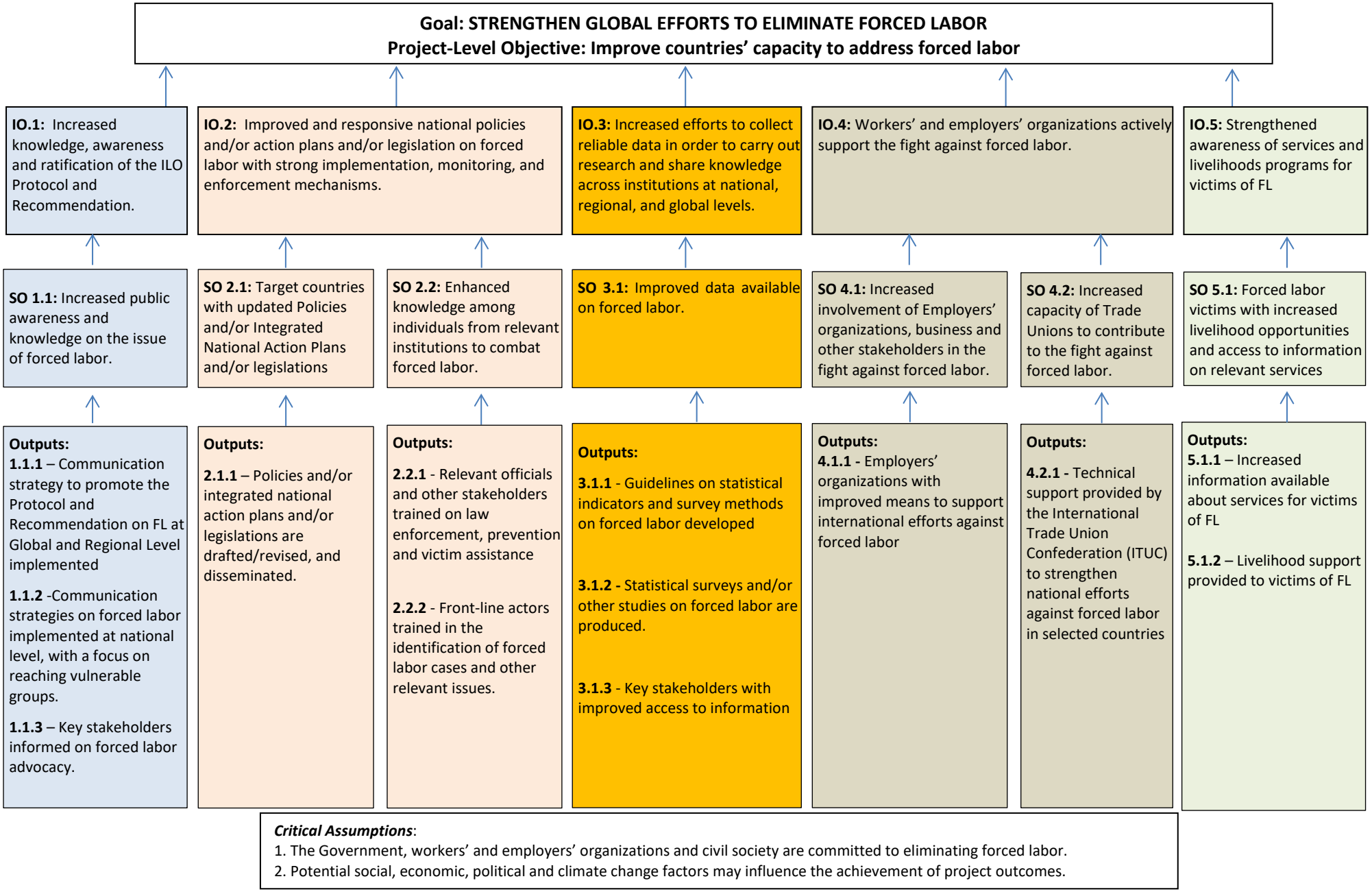
DATA ANALYSIS. Qualitative data collected through interviews and the document reviews were analyzed using a matrix analysis to categorize, triangulate, synthesize, and summarize the raw data captured from the interview notes. Quantitative data collected from the TPRs were analyzed by comparing end-of-project indicator targets to actual achievements and calculating variances. The results of the data analysis provided tangible blocks of information, which the lead evaluator used to write the evaluation report. The wealth and variety of information collected allowed for high- level reinforcement and synthesis across sources to obtain a more cross-cutting and comprehensive analysis of the evaluation questions.

LIMITATIONS

The most significant limitation was conducting fieldwork remotely for Malaysia, Mauritania, Peru, and Uzbekistan. In a few interviews, the signal was weak, which resulted in interference that made the conversation with stakeholders difficult to understand. To address this issue, the lead evaluator sent email messages to seek clarification on points in his notes, to ensure the notes represented what the interviewee intended to communicate.

Another limitation was the online perception survey response rate. The evaluation team took concrete measures to ensure all key stakeholders identified by the project received the online survey and had an opportunity to respond. Nevertheless, on the 2,539 surveys sent to stakeholders, only 195 completed the survey.

ANNEX E. BRIDGE PROJECT RESULTS FRAMEWORK



ANNEX F. ANALYSIS OF PROJECT PERFORMANCE

While the project reports on both output and outcome indicators, the following analysis is focused on the project's supporting objectives (SO) or outcomes, specifically the indicators for the SOs. Since this is the final evaluation, SOs or effect level rather than the output level is the more appropriate level of analysis.

Table 1 shows the project's overall objective, its two indicators, the end of project indicator targets, achievements against the indicator target as of October 2022, and the overall performance status.

Table 1: Indicators, Indicator Targets, and Achievements for the Project Objective[76]

Project Objective and Indicators	EOP Target	Achieved October 2022	+/- Status
Project Objective: Improve countries' capacity to address forced labor			
Number of countries that have reached at least one of the criteria of the USDOL capacity indicator	6	3	-3
Number of countries that ratify the ILO Protocol on forced labor	36	59	+13

The first indicator is the number countries that have reached at least one criterion of the USDOL capacity indicators. The USDOL capacity indicators include (1) adaptation of legal framework to meet ILS; (2) formulation of policies, plans or programs to combat forced labor; (3) inclusion of force labor in relevant development, education, anti-poverty, and other social policies and programs; (4) institutionalization of forced labor research; and (5) institutionalization of FL training.

The project reported that Malaysia, Nepal, and Peru achieved at least one of the USDOL capacity criterion. These are summarized below by country.

Malaysia

The amendments to the **Worker's Minimum Standards of Housing and Amenities Act** (No. 446) was passed on July 15, 2019.

The **Forced Labour Training Facilitator's Manual for Legal Practitioners**, was officially launched during the World Day Against Child Labour in 2019.

The **institutionalization of training** for judges, prosecutors and legal aid practitioners is included as a target in the Decent Work Country Programme signed by the ILO tripartite constituents.

The **National Action Plan on Trafficking in Persons** was approved and launched on March 31, 2021.

The Malaysian Employers Federation (MEF) institutionalized the use of the MEF-ILO training manual and employers guidebook on "**Business Responsibility on Preventing and Addressing Forced Labour in Malaysia**."

National Action Plan against Forced Labour was approved and launched in 2022.

The **Employment Act** amendments passed in March, 2022 contained forced labour provisions including country definition of such offence.

Nepal

The **National Labour Force Survey III** report was made publicly available in 2022.

[76] Bridge Project Technical Progress Report, October 2022.

Peru

Adaptation of legal framework to support **Legislative Decree No. 1323**.

Inclusion of forced labor in **relevant education programs** peace judges; police; and labor inspectors) in 2018.

Directive to **institutionalize mentoring sessions** on forced labor at educational institutions approved in September, 2019.

National policy on forced labor developed and adopted in 2019.

The 2014 Forced Labour Protocol ratified in June, 2021.

The National Prosecution Office formally approved the ILO forced labor Protocol (**Resolution 1169-2021-MPFN**) in August, 2021.

The second indicator is the number of countries that ratify the ILO Protocol on forced labor. It should be noted that this indicator reports all countries in the world that have ratified the ILO Protocol based largely on ILO's general awareness raising efforts. The project set a target of 36 countries to ratify the Protocol and reported that as of October, 2022, 59 ratified the Protocol. Of the six countries target by the project, five have ratified the Protocol including Malaysia, Mauritania, Niger, Peru, and Uzbekistan. Nepal is the only project country that has not ratified the Protocol.

Table 2 shows Immediate Objective (IO) 1, its primary supporting objective (SO), the SO indicators, the end of project indicator targets, achievements against the indicator target as of October 2022, and the overall performance status.

Table 2: Objectives, Indicators, Indicator Targets, and Achievements for Outcome 1[77]

Objectives and Indicators	EOP Target	Achieved October 2022	+/- Status
IO 1: Increased knowledge, awareness, and ratification of the ILO Protocol and Recommendation No.203			
SO 1.1: Increased public awareness and knowledge on the issue of forced labor			
Number of people registered on 50 for freedom platform	42,175	96,891	+54,716
Number of media products on forced labor or fair recruitment produced by trained journalists	44	73	+29
Number of individuals reached by the cartoon campaign	4,000	4,354	+354

SO 1.1's first indicator is the number of people registered on 50 for freedom platform. The 50 for Freedom platform ILO's global campaign to end forced labor. It aims to convince at least 50 countries to ratify the ILO forced labor Protocol. The project's awareness raising activities focused largely on encouraging individuals to visit and sign on to the 50 freedom campaign, which should indicate the effectiveness of the project to raise awareness.

The project set a target of 42,175 individuals to sign on to the campaign. As of October, 2022, the project reported that 96,891 registered on to the 50 for freedom website, which significantly exceeds the target by 54,716. According to project staff, the project initially set lower targets (ranging from 1,000-2,000 per six-month reporting period) because it was difficult to predict how many people would sign on to the campaign. During the two CMEP revisions, the project decided to increase the targets to 5,000 (2019 and 2020) and to 4,000 (2021 and 2022) based on actual sign on data in pervious reporting periods. Nevertheless, the rate of achievement is more than twice as much as the targets for 2021 and 2022 (target: 16,000; achievement 38,535).

[77] Bridge Project Technical Progress Report, October 2022.

The **second indicator** is the number of media products on forced labor or fair recruitment produced by trained journalists in the six target countries. Media products typically consist of forced labor articles, radio spots, videos, and social media posts produced by journalists who have been trained by the project.

The project aimed to have 44 media products developed by trained journalists by the end of the project. As of October 2022, the project reported 73 media products were developed and published. These include Malaysia 14, Nepal 36, Niger 19, Peru 1, and Uzbekistan 2. Geneva (global level) and Mauritania have not yet developed and published media products on forced labor.

The **third indicator** is the number of individuals reached by the forced labor cartoon campaign. In July 2021, the ILO worked with Human Resources without Borders and Cartooning for Peace to organize a competition that elicited cartoons with powerful anti-slavery messages.[78] The 50 for freedom website hosted the cartoons as well as recording the number of individuals reached by the cartoon competition.[79]

The project set a target of reaching 4,000 individuals with the cartoon campaign. As of March 2023, the project reported it reached 4,354 through the ILO 50 for freedom website. Based on twitter analytics, the cartoon competition accounted for 1,937 engagements with the cartoon content in 2021 and 735 in 2022, which includes engagement with a cartoon booklet the project produced and posted on the 50 for freedom website. According to project staff, the engagement rate was high during the promotion of the cartoon competition and announcement of the results which took place in 2021. The engagement declined the following year because the cartoon exhibition was postponed due to COVID-19.

Table 3 shows IO 2, its two SOs, the SO indicators, the end of project indicator targets, achievements against the indicator target as of October 2022, and the overall performance status. The indicator for SO 2.1 is the number of policies and/or NAPs and/or legislations that have been adopted to include forced labor. The project set a target of 10 policies, NAPS, or legislations and reported it achieved 10. They are summarized below by country.

Malaysia

The amendments to the **Worker's Minimum Standards of Housing and Amenities Act** (No. 446) was passed in July 2019.

The **National Action Plan on Trafficking in Persons** was adopted and launched in March 2021.

The **National Action Plan on Forced Labour** will be launched in November 2021.

The **Anti-Trafficking in Persons and Anti-Smuggling of Migrants Act** was amended in December 2021 to align with the Palermo Protocol.

The **Employment Act amendments,** passed in March 2022, contained forced labor provisions including definitions.

Mauritania

A **joint circular on the anti-slavery law** (2015-031) from the Ministry of Justice, Ministry of Interior, and Ministry of Defense was adopted in November 2021.

Peru

Legislative Decree No. 1323 was adopted in January 2017.

[78] https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_815631/lang--en/index.htm
[79] https://50forfreedom.org

National Action Plan to Combat Forced Labour (2019-2022) was approved in September 2019.

The **2014 Forced Labour Protocol** was ratified in June 2021.

Through **Resolution 1169-2021-MPFN**, the National Prosecution Office formally approved the ILO Protocol calling for public prosecutors to prevent, investigate, punish of cases of forced labor.

Interestingly, nine of the ten the action plans, policies, or legislations that were adopted occurred in Malaysia and Peru while one occurred in Mauritania. Mauritania also produced drafts of collective agreements for the costal artisanal fisheries, domestic employment, and livestock sectors but they have not yet been adopted. Nepal produced a revision of the Bill of Bonded Labour Act, Report on mid-term evaluation of National Plan of Action on Combatting Trafficking, focusing on women and children and a GAP analysis report on application of ILO FL Protocol 29 but neither has been adopted except the mid-term review. The MOWCSC is in the process of developing the next National Plan of Action. In Niger, the project has provided technical support to develop the national action plan, which has not been completed. According to project staff, work to complete the NAP underway and should be completed and submitted to the government for adoption by the end of February, 2023.

Table 3: Objectives, Indicators, Indicator Targets, and Achievements for IO 2[80]

Objectives and Indicators	EOP Target	Achieved October 2022	+/- Status
IO 2: Improved and responsive national policies and/or action plans and/or legislation on forced labor with strong implementation, monitoring and enforcement mechanisms			
SO 2.1: Target countries with updated policies and/or integrated national action plans and/or legislations			
Number of policies and/or NAPs and/or legislations that have been adopted to include forced labor	10	10	0
SO 2.2: Enhanced knowledge among individuals from relevant institutions to combat FL			
Percentage of trained stakeholders with sufficient knowledge on forced labor	65%	78%	+13%
E-learning modules publicly available on forced labor	5	2	-3

The **indicator for SO 2.2** is the percentage of trained stakeholders with sufficient knowledge on forced labor.[81] The project set an average post-test target of 65 percent and achieved an average 78 percent post-test score over the six target countries. Following is a summary of the trainings and post-test scores for each country.

Malaysia

The project set a target of 70 percent on post-test scores and achieved that amount as summarized below.

- Facilitator's Training on Business Responsibility on Preventing and Addressing Forced Labour in Malaysia. Four of five training participants scored above 70% on the post-test.
- Training of trainers workshop for 18 labor inspectors on forced labor, child labor, gender-based discrimination, and violence and harassment in the workplace. Thirteen of the 18 labor inspectors took the post-test. Only seven of the 13 inspectors scored higher than 70 percent, which is lower than anticipated.

[80] Bridge Project Technical Progress Report, October 2022.
[81] Sufficient knowledge means trained stakeholders score at least 70% on post-tests.

Mauritania

- The project set a target of 55 percent on post-test scores and achieved 73 percent, which represent a nearly 20 percent overachievement. Key highlights of the trainings and test results are summarized below.
- Workshop on Law 2015-031 in which 28 people participated. Sixty percent of the participants scored above 70 percent while the average score was 72 percent.
- Workshop on Law 2015-031 in which 28 people participated. Twenty-eight of the 33 participants took the post-test and scored at least 70 percent. The average post-test score was 79 percent.

- Nine journalists trained on forced labor issues that scored at least 70% on the post-test.

Nepal

The project set a target of 60 percent and achieved 69 percent, which exceeds the target test score by nine percent. Highlights of the trainings and test results are summarized below.

- Workshop on forced labor where only five out of the 19 participants scored at least 70 percent on the post-test. The project notes that one possible explanation is because participants did not attend all of the training sessions.
- Training of trainers workshop on bonded labour for 27 participants. All of the 27 participants scored at least 70 percent on the post-test while the average score was 86 percent.
- Workshop on forced labor in which 112 individuals participated. Ninety of the 112 participants scored at least 70 percent while the average score was 80 percent.

- Workshop with 32 participants that scored at least 70 percent on the post-test.

Niger

- In Niger, the project set a post-test target of 70 percent and reported achieving 76 percent as summarized below.
- Media toolkit training in which 28 journalist participated. Twenty-one of the 28 participants scored at least 70 percent on the post-test.
- Workshop on forced labor and child labor for trade union organizations in which 21 representatives participated. Sixteen of the 21 participants scored at least 70 percent on the post-test.
- Twenty-five labor inspectors trained on forced labor topics scored at least 70 percent on the post-test.

Peru

- The post-test score target for Peru was 70 percent. The actual test scores averaged 91 percent, which exceeds the target by 21 percent for 11 training events summarized below.
- Between 2017 and 2022, the project in Peru conducted 11 training events on forced labor and child labor topics in which a total of 3,374 people were trained. The average post-test scores ranged from 69 percent to 100 percent. The overall average post-test score was 91 percent.

Uzbekistan

The project set a post-test score target of 60 percent and reported achieving 71 percent. Some of the highlights are summarized below.

- Training for directors of regional labor inspectorates in which 14 directors participated. All 14 participants scored more than 70 percent on the post-test. The average post-test score was 75 percent.
- Training on the media kit in which 22 journalists participated. All of the participants who took the post-test scored at least 70 percent on the post-test. The average posttest score 91 percent.

- Forty-five labor inspectors trained in on soft skills in Samarkand, Uzbekistan. The average score before the training was 40.6% and the average score at the end of the training was 79.9%.

The **indicator for SO 2.2** is the number of e-learning modules publicly available on forced labor. The project set a target of five e-learning modules available and, as of October 2022, reported that two had been achieved. The achievements include an e-learning course for Malaysian law enforcement agencies (Royal Malaysian Police, Department of Labour, Immigration Department, Royal Malaysian Customs and the Malaysian Maritime Enforcement Agency) and an e-learning course for the Peru Ministry of Justice.

It should be noted that one of the project's main e-learning products is a set of modules on forced labor topics being developed the (. As of October 2022, these e-learning materials were still being developed.

Table 4 shows IO 3, it's SO, the SO indicator, the end of project indicator target, achievements against the indicator target as of October 2022, and the overall performance status. The indicator for SO 3.1 is the number of statistical surveys and/or studies publicly available. The project aimed to produce 14 surveys or studies on forced labor topics and achieved eight as of October 2022.

Table 4: Objectives, Indicators, Indicator Targets, and Achievements for IO 3[82]

Objectives and Indicators	EOP Target	Achieved October 2022	+/- Status
IO 3: Increased efforts to collect reliable data in order to carry out research and share knowledge across institutions at national, regional and global levels			
SO 3.1: Increased data available on forced labor			
Number of statistical surveys and/or studies publicly available	14	9	-5

The eight statistical surveys and other forced labor studies are summarized below by country.

Malaysia

- The **situation and gap analysis** on Malaysian legislation, policies, and programs.
- ILO Forced Labour Convention and Protocol published.
- The migration cost briefs on domestic work and plantations sectors published.
- Employment Survey on Plantations published.

[82] Bridge Project Technical Progress Report, October 2022.

Nepal

- The **National Labour Force Survey-III** report was made publicly available in May 2019.
- **Employment Relationship Survey in the Brick Industry** was published and available on the Nepal Central Bureau of Statistics and ILO websites.

Peru

- Study on **forced labor timber extraction** and the triple border publicly available.
- The study on **forced labour and domestic work** was published in March 2022.

The remaining six surveys and studies are in the process of being conducted, completed, or approved for publication. They include the following:

- The Malaysian **employment survey** for the palm sector.
- Two **qualitative studies** and an exploratory study in Mauritania.
- **Rapid assessment** of the "haruwa-charuwa" population in Nepal.
- **Force labor survey** in Niger (dataset was produced and submitted to the ILO for review on in March 2022).
- **Forced labor survey** (Cusco) and forced labor and domestic work study in Peru.

Table 5 shows IO 4, it's three SOs, the SO indicators, end of project targets, achievements as of October 2022, and performance status. **Indicator for SO 4.1** is the number of entities that actively participate in the forced labor network. The CMEP defines participation as attending meetings and webinars.

Table 5: Objectives, Indicators, Indicator Targets, and Achievements for IO 4[83]

Objectives and Indicators	EOP Target	Achieved October 2022	+/- Status
IO 4: Workers' and employers' organizations actively support the fight against forced labor			
SO 4.1: Increased involvement of employers' organizations, business and other stakeholders in the fight against forced labor			
Number of entities that actively participate in the Forced Labor Network.	215	1,109	+894
SO 4.2: Increased capacity of trade unions to contribute to the fight against forced labor			
Number of trade unions that conduct a follow-up activity against forced labor after ITUC or Bridge Project support	18	17	-1
SO 4.3: Increased social dialogue between Employers' and Workers' Organizations on FPRW, including forced labor in Mauritania			
Number of draft collective agreements including FPRW developed by social partners in Mauritania	2	4	+2

The forced labor network was converted into the Global Business Network on Forced Labour (GBNFL), which the ILO created in 2017. The GBNFL consists of 20 members that include five international companies (Apple Incorporated, Coca Cola Company, Mars Incorporated, VF Corporation, and Walt Disney Company), eight employer and business membership organizations, and seven business

[83] Bridge Project Technical Progress Report, October 2022.

networks. Various countries are represented on the business organizations and networks including Brazil, Ivory Coast, Malaysia, Philippines, Thailand, Uganda, the United States.[84]

The project set a target of 215 entities participating in the GBNFL and reported in October 2022 that 1,109 entities had participated. These include the participation of medium and small enterprises in GBNFL events, steering committee meetings, webinars, and conference calls. However, it should be noted that GBNFL activities include those not funded by the Bridge Project. The achievement of participating entities in GBNFL exceeded the target by 894 entities. According to project staff, the target of 215 entities was set in 2017-2018 when the structure of the GBNFL was not clear. Once GBNFL was launched in 2018, the number of business networks, especially those involving small and medium sized enterprises, was much greater than anticipated when the target was established. The project also notes that moving events and meetings to online formats facilitated the participation of many more enterprises than was envision using primarily face-to-face formats.

The indicator for SO 4.2 is number of trade unions that conduct a follow-up activity against forced labor after ITUC or Bridge Project support. The project set a target of 18 trade unions that would conduct a follow-up activity and reported in the October TPR that 17 trade unions conducted follow up activities as summarized below.

Global

- In 2017, **six trade unions** participated in follow-up meeting to discuss actions taken by the ITUC and actions by the Authentic Workers' Central Unit in the Chaco region of Paraguay to eradicate forced labor. In addition, ITUC and the Bridge Project trained **14 Myanmar workers** on their rights in Malaysia on forced labour.

Malaysia

- In 2021, Malaysian Trades Union Congress conducted forced labor awareness raising activities as well as a webinar on forced labour.

Mauritania

- In 2019, **four ITUC affiliated members** (Union of Mauritanian Workers, General Confederation for Mauritanian Workers, Free Confederation of Mauritanian Workers, National Confederation of Mauritian Workers) supported the coordination of the 12 regional consultations .

Nepal

- In 2021, **three ITUC affiliated trade unions** (General Federation of Nepalese Trade Union, Nepal Trade Union Congress, and All Nepal Trade Union Federation) conducted programs on forced labor in three provinces.

Niger

- In 2021, the **National Trade Union Committee** conducted two follow-up meetings with the Ministry of Labor and 5 telephone interviews with the Director General of Labor as part of the follow-up activities from an ITUC forced labor event.

Peru

- In 2021, representatives of the **National Union of Domestic Workers** conducted a campaign on Labor Day, with posters and images advocating for an end to slavery and forced labor.

The **indicator for SO 4.3** is the number of draft collective agreements including FPRW developed by social partners in Mauritania. The project aimed to develop two draft agreements and ended up developing four. In 2021, one draft collective agreement was developed for the costal artisanal fisheries and another for domestic employment. In 2022, a draft collective agreement was developed

[84] https://flbusiness.network/wp-content/uploads/2022/07/ilo-gbnfl_member-list_july22.pdf

for the agro-pastoral sector but, according to the project, it is unlikely that it will be adopted. Also in 2022, a draft agreement of fish capture was developed and evaluated.

Table 6 shows IO 5, it's SO, and SO indicators, end of project target, achievement as of October 2022, and the performance status. The SO has two indicators. The **first indicator** is the percentage of livelihood participants with improved livelihoods (increased income or assets). The **second indicator** is the percentage of individuals that apply the skills they learned from project training in their work during the year following training. It should be noted that the project has focused its livelihood services interventions in Nepal and Niger where it conducted midline and endline surveys to measure these indicators.[85]

For the first indicator, the project set a target of 53 percent of livelihood participants reporting increases in income and assets. Based on the endline survey results, 62 percent reported increases. Nepal beneficiaries reported an average increase of 71 percent while beneficiaries in Niger reported only a 52 percent increase.

Table 6: Objectives, Indicators, Indicator Targets, and Achievements for IO 5[86]

Objectives and Indicators	EOP Target	Achieved October 2022	+/- Status
IO 5: Strengthened awareness and livelihoods programs for victims of forced labor			
SO 5.1: Forced labor victims with increased livelihood opportunities and access to information on relevant services			
Percentage of livelihood participants with improved livelihoods (Nepal and Niger only)	53%	62%	+9%
Percentage of individuals that apply the skills they learn from project training in their work during the year following training (Nepal and Niger only)	60%	80%	+20%

For the second indicator, the project set a target is 60 of individuals reporting that they applied skills that they learned. According to the endline survey results, the average achievement for Nepal and Niger was 80 percent. The Nepal beneficiaries reported an average 85 percent use of skills while beneficiaries in Niger reported an average 74 percent use of skills that they acquired from training.

OCFT requires its grantees to collect comparable information related to the outputs and outcomes using a set of **standard indicators**.[87] These standard indicators are combined and used to broadly measure the contributions and outcomes of OCFT grantees as part of international efforts to combat child labor, forced labor, and other violations of labor rights. They also serve as input to OCFT's performance reporting, planning, and budgeting.

The OCFT standard indicators may or may not form part of the project's theory of change. In the case of the Bridge Project, the standard indicators are related to key outcomes but do not form part of the causal logic in the theory of change. Table 7 shows the OCFT standard indicators that the project reports on along with the EOP target, achievements, and variance.

[85] At the time of the evaluation, the endline survey in Niger had been conducted but not fully analyzed and reported. The Bridge M&E officer provided the indicator values for SO 5.1.
[86] Bridge Project Technical Progress Report, October 2022.
[87] https://www.dol.gov/sites/dolgov/files/ILAB/FINAL%2008232019%20-%20Companion%20Guide%20to%20OCFT%20Standard%20Indicators.pdf

Table 7: USDOL Standard Indicators[88]

Indicators	EOP Target	Achieved October 2022	+/- Status
L2. Number of adults provided with employment services (Nepal and Niger only)	4,600	5,149	+549
L6. Number of individuals provided with a livelihood service (Nepal and Niger only)	1,500	1,515	+15
OS1. Number of adults provided with other services (Niger only)	100	352	+252
E3. Number of children engaged in or at high risk of entering child labor provided non-formal educational services (Niger only)	40	1,505	+1,465

Indicator L2 one of USDOL's livelihood measures. L2 is the number of adults provided with employment services. The project aims to provide 4,600 adults with employment services and has provided services to 5,149 as of October 2022. The employment services are summarized below.

In **Nepal,** the employment services target for Nepal is 3,200 and the project reported providing employment services to 3,884 adults. It should be noted that the L2 indicator was added in December 2020 as a result of the revision of the CMEP. However, the L2 indicator information includes employment services provided to beneficiaries beginning in October 2018.

2018 - Based on a mapping exercise, the project identified 600 freed-Haliyas to target for employment services. In early 2018, the project trained **325** adult females because the majority of the males migrated to India to work. They were trained in 14 skill areas. In the later part of 2018, the project trained **600** adults in the 14 skill areas.

2019 – The project trained the **1,200** targeted beneficiaries in 14 skill areas. These include **600** beneficiaries (405 female and 195 male). The same **600** beneficiaries received refresher training in subsequent reporting periods that brings to total number to 1,200.

2020 - The project trained **75** beneficiaries, who previously participated in tailoring, goat-keeping and poultry training in Bajura district, in business skills training as part of the second phase of the livelihood intervention.

2021 – The project provided livelihood interventions to **586** beneficiaries from Kanchanpur, Bajura and Surkhet. Livelihood interventions included business skills as part of the second phase of the livelihood intervention as well as other interventions such as tool kits.

2022 - In the first part of 2022, **678** beneficiaries received livelihood interventions from the project. These include 210 new beneficiaries in Siraha and Saptari. In addition, 468 beneficiaries from Surkhet, Jajarkot, Bajura, and Kanchanpur received tool kits and were able to meet with potential employers. As of October 2022, **420** beneficiaries received post training support including business training for **150** beneficiaries in Siraha and Saptari, refresher training for **219** beneficiaries from Bajura, Kanchanpur, Surkhet and Jajarkot, and **51** employers from Surkhet, Jajarkot who participated in a meeting.

It should be noted that the evaluation team identified potential an error in the way the project counted the beneficiaries under L2. According to ILAB guidance on how to count and report under L2:

> *An individual is to be counted at the point in time that he/she receives the specific livelihood service. An individual may be provided with multiple types of livelihood services in any given reporting period if it is applicable to the individual and to the strategy of the project. However, an* individual can only be counted once under each of the sub-indicator types of livelihood services per reporting period. *For example, an adult who is provided with an*

[88] Bridge Project Technical Progress Report, October 2022.

employment service in October, and again in January will be counted once under L2 for that reporting period. These may contribute to the denominator of various project-specific outcome indicators." [89]

Since beneficiaries who were trained in certain skill areas received the same training in the same skill areas, the evaluation team believes that they should not have been counted a second time. If these beneficiaries would have received another kind of training such as different skills, business training, life skills, or received equipment, they could have been counted again. However, since they received the same training in the same skill areas as refresher training, they should not have been counted again.

According to project staff, during the December 2020 CMEP workshop, OCFT advised the project to add the L2 indicator to accommodate phase two livelihood training, which would be similar to previous trainings including refresher training. The project staff understood that beneficiaries could be counted each time they receive refresher training as long as the training occurred in a different reporting period.

The evaluation team advises the OCFT and Bridge project teams to meet and review how the project has been counting the refresher training beneficiaries and work to resolve the double counting issue including how it is reported in the technical progress reports so the counting adheres to ILAB-OCFT guidelines on how to count individuals receiving livelihood services.

In **Niger,** the employment services target is 1,400 and the project reported providing employment services to 1,265 adults. The project in Niger started employment services in March 2021 by providing vocational training to **325** women from Tahoua and Agadez regions that focused on fattening and processing of livestock and training to the remaining 75 women by September 2021. Also in 2021, **400** women also received training on how to start and improve a business as well as life skills training and literacy. In the first part of 2022, all **400** of these women received tool kits. In the later part of 2022, a refresher training on the professional skills and business skills were also provided to the livelihood participants.

Indicator L6 is another one of USDOL's livelihood measures. L6 is the number of individuals provided with livelihood services. The project aimed to provide 1,500 individuals with livelihood services and achieved 1,515. The livelihood services are summarized below by country.

In Nepal, the project targeted 1,100 adults with livelihood services consisting primarily of vocational and business training. As of October 2022, the project provided vocational training to 1,115 adults (455 males and 660 females) in the districts of Kanchpur, Bajura, Surkhet, Jajarkot, Siraha, and Saptari. Table 8 shows the number trained for each training area.

Table 8: Number of Adults Trained for Each Training Topic

Training Topic	Number
Beautician	25
Bee keeping	25
Carpentry	62
Electrical wiring	65
Goat keeping	122
Hand embroidery	25
House painting	42
Masonry	114
Mobile phone repair	85
Motorcycle repair	55
Vegetable farming	167
Poultry	25
Plumbing	37
Tailoring	100
Rickshaw maintenance	29

[89] 2019 Companion Guide to OCFT Standard Indicators.

Training Topic	Number
Tile marble fitting	39
Arc welding	17
Cook	10
Auto mechanic	17
Hotel and hospitality	12
Paper plate making	30
Aluminum fabricator	12
Total	**1,115**

In **Niger,** the project targeted 400 adults with livelihood training (income-generation including self-employment) and as of October 2022 this target was achieved. The project provided training to 400 women in the regions of Tahoua and Agadez.

Table 9: Number of Adults Trained for Each Training Topic

Training Topic	Number
Fattening and dairy processing	100
Fattening and feed processing	275
Cosmetics	25
Total	**400**

Indicator OS1 is USDOL's measure for other services. In the Bridge Project, OS1 focused on providing victims of forced labor in Niger with identify cards that facilitate their socio-economic integration. To date the project has issued national identity cards to 352 adults. The project supported touring campaigns that issued birth certificates and national identity cards to victims of forced labor. The campaign started in 2020 in Afalalo (Tchintabaraden, Tahoua region) where 73 people (36 men and 37 women) were issued national identity documents. The campaigns continued in 2021 in the villages of Takarate, Ineis, Jigui Agoda, Tchintabaraden and Abalak where another 279 more adults received national identity documents (109 men and 170 women).

Indicator E3 is one of USDOL's education measures. The E3 indicator is the number of children engaged in or at high risk of entering child labor provided non-formal educational services in Niger. While the project targeted only 40 children of with non-formal education services, it reported an achievement of 1,505 children receiving education services (941 males and 564 females). These include 1,305 children of "wahaya" who received birth certificates, which allow them to attend school. It also includes 200 children who received school kits.[90] According to project staff, the project initially decided to target 40 school-age children of the 400 women livelihood beneficiaries for education services. However, after the target was established, the project decided to broaden the scope of the project that included adding a new implementing partner that focused on assisting children to acquire birth certificates, which helps explain the overachievement of this indicator target.

[90] 'Wahaya' are girls and women bought and exploited as property by many dignitaries (mostly religious leaders or wealthy men who bear the title 'Elhadji'). The women are used for free labour and for the sexual gratification of their masters, who assault them at will when they are not with their legitimate wives.
https://www.ohchr.org/sites/default/files/Documents/Issues/Women/WRGS/ForcedMarriage/NGO/AntiSlaveryInternational1.pdf

ANNEX G. RESULTS OF THE ONLINE PERCEPTION SURVEY[91]

OVERALL

GENDER

Q2.What is your gender?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Male	23 (50.00%)	17 (77.27%)	18 (58.06%)	20 (86.96%)	19 (48.72%)	29 (85.29%)	126 (64.62%)
Female	21 (45.65%)	5 (22.73%)	13 (41.94%)	3 (13.04%)	20 (51.28%)	5 (14.71%)	67 (34.36%)
Other	2 (4.35%)						2 (1.03%)
Total	46 (100.00%)	22 (100.00%)	31 (100.00%)	23 (100.00%)	39 (100.00%)	34 (100.00%)	195 (100.00%)

ORGANIZATION

Q3. What kind or organization do you work for?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Ministry of Labor / Ministry of Justi...	8 (17.39%)	2 (9.09%)	3 (9.68%)	4 (17.39%)	7 (17.95%)	3 (8.82%)	27 (13.85%)
Law Enforcement Agency (Police, Natio...	2 (4.35%)		9 (29.03%)	2 (8.70%)	6 (15.38%)		19 (9.74%)
Anti-Trafficking Committee (National ...				1 (4.35%)	1 (2.56%)		2 (1.03%)
Educational Institution (Schools,...	1 (2.17%)	2 (9.09%)	1 (3.23%)		1 (2.56%)		5 (2.56%)
Non-governmental Organization (NGO) /...	5 (10.87%)	7 (31.82%)	5 (16.13%)	2 (8.70%)	2 (5.13%)	1 (2.94%)	22 (11.28%)
Media/Press Agency (Public or Private)		4 (18.18%)	7 (22.58%)	4 (17.39%)	1 (2.56%)	4 (11.76%)	20 (10.26%)
International Organization (ILO, UN, ...	1 (2.17%)					1 (2.94%)	2 (1.03%)
Employer or Employer Organization	9 (19.57%)	3 (13.64%)		3 (13.04%)			15 (7.69%)
Workers Organization or Trade Union	5 (10.87%)	2 (9.09%)	2 (6.45%)	3 (13.04%)	2 (5.13%)		14 (7.18%)
Other, please name:	14 (30.43%)	2 (9.09%)	3 (9.68%)	2 (8.70%)	8 (20.51%)	2 (5.88%)	31 (15.90%)

[91] The results in this section represent responses obtained as of Mar 20, 2023.

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Labor Inspectorate (National or Regio...	1 (2.17%)		1 (3.23%)	2 (8.70%)	11 (28.21%)	23 (67.65%)	38 (19.49%)
Total	46 (100.00%)	22 (100.00%)	31 (100.00%)	23 (100.00%)	39 (100.00%)	34 (100.00%)	195 (100.00%)

TRAINING PARTICIPATION

Q4. Which of the following kinds of training did you participate in?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Training on forced/child labor law...	15 (32.61%)	11 (50.00%)	15 (48.39%)	6 (26.09%)	18 (46.15%)	7 (20.59%)	72 (36.92%)
Training on identifying and referring...	18 (39.13%)	8 (36.36%)	7 (22.58%)	8 (34.78%)	16 (41.03%)	19 (55.88%)	76 (38.97%)
Training on communication strategy/me...	5 (10.87%)	8 (36.36%)	7 (22.58%)	7 (30.43%)	2 (5.13%)	9 (26.47%)	38 (19.49%)
Training on awareness raising around...	10 (21.74%)	6 (27.27%)	4 (12.90%)	4 (17.39%)	5 (12.82%)	6 (17.65%)	35 (17.95%)
None of the above	17 (36.96%)	3 (13.64%)	5 (16.13%)	2 (8.70%)	7 (17.95%)	9 (26.47%)	43 (22.05%)

Note: Respondent could select more than one option

SECTION C.

SECTION C. YEAR

Q5. In which year(s) did you receive the training on forced/child labor law enforcement, prevention and victim assistance?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
2017	2 (13.33%)	3 (27.27%)	2 (13.33%)	1 (16.67%)	3 (17.65%)		11 (15.49%)
2018	4 (26.67%)	3 (27.27%)	1 (6.67%)	1 (16.67%)	5 (29.41%)	2 (28.57%)	16 (22.54%)
2019	5 (33.33%)	5 (45.45%)	3 (20.00%)	2 (33.33%)	2 (11.76%)	1 (14.29%)	18 (25.35%)
2020	2 (13.33%)	6 (54.55%)	1 (6.67%)		2 (11.76%)		11 (15.49%)
2021	5 (33.33%)	2 (18.18%)	5 (33.33%)		4 (23.53%)	1 (14.29%)	17 (23.94%)
2022	7 (46.67%)	2 (18.18%)	5 (33.33%)	4 (66.67%)	5 (29.41%)	4 (57.14%)	27 (38.03%)
2023					1 (5.88%)		1 (1.41%)

Note: Respondent could select more than one option

SECTION C. ENFORCEMENT

Q6. How well do you think the project increased your capacity in forced/child labor law enforcement in your city/town/village?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Did Not Increase	4 (28.57%)			1 (16.67%)			5 (7.35%)
Somewhat Increased	4 (28.57%)	3 (30.00%)	4 (26.67%)	1 (16.67%)	4 (23.53%)		16 (23.53%)
Increased	3 (21.43%)	3 (30.00%)	6 (40.00%)	1 (16.67%)	6 (35.29%)	3 (50.00%)	22 (32.35%)
Significantly Increased	3 (21.43%)	4 (40.00%)	5 (33.33%)	3 (50.00%)	7 (41.18%)	3 (50.00%)	25 (36.76%)
Total	14 (100.00%)	10 (100.00%)	15 (100.00%)	6 (100.00%)	17 (100.00%)	6 (100.00%)	68 (100.00%)

SECTION C. PREVENTION

Q7. How well do you think the project increased your capacity in forced/child labor prevention in your city/town/village?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Did Not Increase	1 (7.14%)				2 (11.76%)		3 (4.41%)
Somewhat Increased	4 (28.57%)	3 (30.00%)	3 (20.00%)	2 (33.33%)	1 (5.88%)		13 (19.12%)
Increased	6 (42.86%)	2 (20.00%)	8 (53.33%)	2 (33.33%)	11 (64.71%)	3 (50.00%)	32 (47.06%)
Significantly Increased	3 (21.43%)	5 (50.00%)	4 (26.67%)	2 (33.33%)	3 (17.65%)	3 (50.00%)	20 (29.41%)
Total	14 (100.00%)	10 (100.00%)	15 (100.00%)	6 (100.00%)	17 (100.00%)	6 (100.00%)	68 (100.00%)

SECTION C. ASSISTANCE

Q8. How well do you think the project increased your capacity in assisting victims of forced/child labor in your city/town/village?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Did Not Increase	1 (7.14%)		2 (13.33%)		1 (5.88%)		4 (5.88%)
Somewhat Increased	5 (35.71%)	2 (20.00%)	2 (13.33%)	2 (33.33%)	3 (17.65%)		14 (20.59%)
Increased	4 (28.57%)	3 (30.00%)	6 (40.00%)	2 (33.33%)	10 (58.82%)	3 (50.00%)	28 (41.18%)
Significantly Increased	4 (28.57%)	5 (50.00%)	5 (33.33%)	2 (33.33%)	3 (17.65%)	3 (50.00%)	22 (32.35%)
Total	14 (100.00%)	10 (100.00%)	15 (100.00%)	6 (100.00%)	17 (100.00%)	6 (100.00%)	68 (100.00%)

SECTION C. APPLY

Q9. Were you able to apply or use new knowledge and skills to enforce, prevent, or assist victims in your work?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Yes	12 (85.71%)	9 (90.00%)	15 (100.00%)	6 (100.00%)	14 (82.35%)	6 (100.00%)	62 (91.18%)
No	2 (14.29%)	1 (10.00%)			3 (17.65%)		6 (8.82%)
Total	14 (100.00%)	10 (100.00%)	15 (100.00%)	6 (100.00%)	17 (100.00%)	6 (100.00%)	68 (100.00%)

SECTION C. STAKEHOLDERS

Q10. How well do you think the project enhanced the capacity, knowledge and skills in forced/child labor law enforcement, prevention and victim assistance in your country, among different key law enforcement stakeholders?

Government Officials & Parliamentarians

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Low	2 (14.29%)	1 (10.00%)	1 (6.67%)		3 (17.65%)		7 (10.29%)
Moderate	4 (28.57%)	3 (30.00%)	5 (33.33%)	1 (16.67%)	3 (17.65%)		16 (23.53%)
Moderately high	4 (28.57%)	2 (20.00%)	5 (33.33%)	1 (16.67%)	5 (29.41%)	1 (16.67%)	18 (26.47%)
High	3 (21.43%)	3 (30.00%)	2 (13.33%)	2 (33.33%)	5 (29.41%)	4 (66.67%)	19 (27.94%)
Do not know	1 (7.14%)	1 (10.00%)		1 (16.67%)			3 (4.41%)
Refused			2 (13.33%)	1 (16.67%)	1 (5.88%)	1 (16.67%)	5 (7.35%)
Total	14 (100.00%)	10 (100.00%)	15 (100.00%)	6 (100.00%)	17 (100.00%)	6 (100.00%)	68 (100.00%)

Labor Inspectorates

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Low	3 (21.43%)	1 (10.00%)	2 (13.33%)		1 (5.88%)		7 (10.29%)
Moderate	2 (14.29%)	3 (30.00%)	2 (13.33%)	1 (16.67%)	3 (17.65%)		11 (16.18%)

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Moderately high	1 (7.14%)	2 (20.00%)	6 (40.00%)	1 (16.67%)	7 (41.18%)	1 (16.67%)	18 (26.47%)
High	7 (50.00%)	2 (20.00%)	2 (13.33%)	2 (33.33%)	3 (17.65%)	5 (83.33%)	21 (30.88%)
Do not know	1 (7.14%)	1 (10.00%)		1 (16.67%)	1 (5.88%)		4 (5.88%)
Refused		1 (10.00%)	3 (20.00%)	1 (16.67%)	2 (11.76%)		7 (10.29%)
Total	14 (100.00%)	10 (100.00%)	15 (100.00%)	6 (100.00%)	17 (100.00%)	6 (100.00%)	68 (100.00%)

Anti-trafficking Committee Officials

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Low	2 (14.29%)				1 (5.88%)		3 (4.41%)
Moderate	3 (21.43%)	1 (10.00%)	5 (33.33%)	1 (16.67%)	4 (23.53%)	1 (16.67%)	15 (22.06%)
Moderately high	4 (28.57%)	4 (40.00%)	4 (26.67%)		5 (29.41%)	1 (16.67%)	18 (26.47%)
High	4 (28.57%)	1 (10.00%)	3 (20.00%)	4 (66.67%)	2 (11.76%)	1 (16.67%)	15 (22.06%)
Do not know	1 (7.14%)				2 (11.76%)		3 (4.41%)
Refused		4 (40.00%)	3 (20.00%)	1 (16.67%)	3 (17.65%)	3 (50.00%)	14 (20.59%)
Total	14 (100.00%)	10 (100.00%)	15 (100.00%)	6 (100.00%)	17 (100.00%)	6 (100.00%)	68 (100.00%)

Police, National Guard, Military

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Low	2 (14.29%)		2 (13.33%)		1 (5.88%)		5 (7.35%)
Moderate	3 (21.43%)	2 (20.00%)	1 (6.67%)	1 (16.67%)	3 (17.65%)	1 (16.67%)	11 (16.18%)
Moderately high	4 (28.57%)	2 (20.00%)	5 (33.33%)	1 (16.67%)	4 (23.53%)	1 (16.67%)	17 (25.00%)
High	5 (35.71%)	3 (30.00%)	4 (26.67%)	2 (33.33%)	4 (23.53%)	1 (16.67%)	19 (27.94%)
Do not know			1 (6.67%)	2 (33.33%)	2 (11.76%)		5 (7.35%)
Refused		3 (30.00%)	2 (13.33%)		3 (17.65%)	3 (50.00%)	11 (16.18%)
Total	14 (100.00%)	10 (100.00%)	15 (100.00%)	6 (100.00%)	17 (100.00%)	6 (100.00%)	68 (100.00%)

Public Prosecutors, Judges, Lawyers

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Low	2 (14.29%)						2 (2.94%)
Moderate	3 (21.43%)	3 (30.00%)	5 (33.33%)	1 (16.67%)	2 (11.76%)		14 (20.59%)

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Moderately high	4 (28.57%)	3 (30.00%)	6 (40.00%)		5 (29.41%)	1 (16.67%)	19 (27.94%)
High	5 (35.71%)	2 (20.00%)	3 (20.00%)	1 (16.67%)	9 (52.94%)	2 (33.33%)	22 (32.35%)
Do not know				2 (33.33%)			2 (2.94%)
Refused		2 (20.00%)	1 (6.67%)	2 (33.33%)	1 (5.88%)	3 (50.00%)	9 (13.24%)
Total	14 (100.00%)	10 (100.00%)	15 (100.00%)	6 (100.00%)	17 (100.00%)	6 (100.00%)	68 (100.00%)

SECTION C. EFFECTIVE

Q11. How effective was the project at improving knowledge and awareness about national forced/child labor laws and legislations in your country?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not effective			1 (6.67%)		1 (5.88%)		2 (2.94%)
Somewhat effective	9 (64.29%)	2 (20.00%)	5 (33.33%)	1 (16.67%)	3 (17.65%)		20 (29.41%)
Effective	5 (35.71%)	2 (20.00%)	9 (60.00%)	4 (66.67%)	9 (52.94%)	3 (50.00%)	32 (47.06%)
Highly effective		6 (60.00%)		1 (16.67%)	4 (23.53%)	3 (50.00%)	14 (20.59%)
Total	14 (100.00%)	10 (100.00%)	15 (100.00%)	6 (100.00%)	17 (100.00%)	6 (100.00%)	68 (100.00%)

SECTION D.

SECTION D. YEAR

Q12. In which year(s) did you receive the training on identifying and referring forced/child labor and slavery victims and cases? Select all that apply.

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
2017	1 (5.56%)	2 (28.57%)	1 (14.29%)	2 (25.00%)	4 (25.00%)	2 (11.11%)	12 (16.22%)
2018	3 (16.67%)	2 (28.57%)	1 (14.29%)	2 (25.00%)	5 (31.25%)	2 (11.11%)	15 (20.27%)
2019	5 (27.78%)	2 (28.57%)	2 (28.57%)	1 (12.50%)	5 (31.25%)	6 (33.33%)	21 (28.38%)
2020	3 (16.67%)	2 (28.57%)	1 (14.29%)	1 (12.50%)	2 (12.50%)	3 (16.67%)	12 (16.22%)
2021	6 (33.33%)	2 (28.57%)	2 (28.57%)	1 (12.50%)	4 (25.00%)	8 (44.44%)	23 (31.08%)
2022	11 (61.11%)	4 (57.14%)	2 (28.57%)	5 (62.50%)	6 (37.50%)	11 (61.11%)	39 (52.70%)
2023	1 (5.56%)				3 (18.75%)		4 (5.41%)

Note: Respondent could select more than one option

SECTION D. DETECTING

Q13. How well do you think the project increased your capacity in detecting and identifying forced/child labor and slavery cases and victims in your work? Select only one.

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Did Not Increase	2 (11.11%)			1 (12.50%)		1 (5.88%)	4 (5.48%)
Somewhat Increased	2 (11.11%)		1 (14.29%)	1 (12.50%)	2 (12.50%)	1 (5.88%)	7 (9.59%)
Increased	8 (44.44%)	2 (28.57%)	2 (28.57%)	2 (25.00%)	11 (68.75%)	9 (52.94%)	34 (46.58%)
Significantly Increased	6 (33.33%)	5 (71.43%)	4 (57.14%)	2 (25.00%)	3 (18.75%)	6 (35.29%)	26 (35.62%)
Refused				2 (25.00%)			2 (2.74%)
Total	18 (100.00%)	7 (100.00%)	7 (100.00%)	8 (100.00%)	16 (100.00%)	17 (100.00%)	73 (100.00%)

SECTION D. REPORTING

Q14. Did you receive any training on reporting and referral systems for forced labor cases from the BRIDGE project team?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Yes	7 (38.89%)	5 (71.43%)	2 (28.57%)	1 (12.50%)	8 (50.00%)	14 (82.35%)	37 (50.68%)
No	11 (61.11%)	2 (28.57%)	5 (71.43%)	7 (87.50%)	8 (50.00%)	3 (17.65%)	36 (49.32%)
Total	18 (100.00%)	7 (100.00%)	7 (100.00%)	8 (100.00%)	16 (100.00%)	17 (100.00%)	73 (100.00%)

Q15. How well do you think the project increased your capacity in using reporting and referral systems to assist victims of forced/child labor and slavery in your work?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Did Not Increase						1 (7.14%)	1 (2.70%)
Somewhat Increased	1 (14.29%)	1 (20.00%)			3 (37.50%)	1 (7.14%)	6 (16.22%)
Increased	4 (57.14%)	1 (20.00%)	1 (50.00%)	1 (100.00%)	3 (37.50%)	8 (57.14%)	18 (48.65%)
Significantly Increased	2 (28.57%)	3 (60.00%)	1 (50.00%)		2 (25.00%)	3 (21.43%)	11 (29.73%)
Refused						1 (7.14%)	1 (2.70%)
Total	7 (100.00%)	5 (100.00%)	2 (100.00%)	1 (100.00%)	8 (100.00%)	14 (100.00%)	37 (100.00%)

SECTION D. APPLY

Q16. Were you able to apply or use new knowledge and skills to identify and refer victims in your work?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Yes	14 (77.78%)	7 (100.00%)	5 (71.43%)	7 (87.50%)	13 (81.25%)	13 (76.47%)	59 (80.82%)
No	4 (22.22%)		2 (28.57%)	1 (12.50%)	3 (18.75%)	3 (17.65%)	13 (17.81%)
Refused						1 (5.88%)	1 (1.37%)
Total	18 (100.00%)	7 (100.00%)	7 (100.00%)	8 (100.00%)	16 (100.00%)	17 (100.00%)	73 (100.00%)

SECTION D. STAKEHOLDERS

Q17. How well do you think the project enhanced the capacity, knowledge and skills in identifying and referring forced/child labor and slavery cases and victims in your country, among different key stakeholders?

Labor Inspectorates

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not well	2 (11.11%)			2 (25.00%)		1 (5.88%)	5 (6.85%)
Somewhat well	1 (5.56%)		2 (28.57%)		1 (6.25%)	1 (5.88%)	5 (6.85%)
Well	3 (16.67%)	4 (57.14%)	3 (42.86%)	5 (62.50%)	9 (56.25%)	8 (47.06%)	32 (43.84%)
Very well	8 (44.44%)	1 (14.29%)	2 (28.57%)		6 (37.50%)	6 (35.29%)	23 (31.51%)
Do not know	2 (11.11%)	1 (14.29%)					3 (4.11%)
Refused	2 (11.11%)	1 (14.29%)		1 (12.50%)		1 (5.88%)	5 (6.85%)
Total	18 (100.00%)	7 (100.00%)	7 (100.00%)	8 (100.00%)	16 (100.00%)	17 (100.00%)	73 (100.00%)

Front-line Actors (NGOs & CSOs)

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not well				1 (12.50%)			1 (1.37%)
Somewhat well	1 (5.56%)		1 (14.29%)	1 (12.50%)	3 (18.75%)		6 (8.22%)
Well	4 (22.22%)	6 (85.71%)	4 (57.14%)	5 (62.50%)	7 (43.75%)	6 (35.29%)	32 (43.84%)
Very well	9 (50.00%)		2 (28.57%)		1 (6.25%)	3 (17.65%)	15 (20.55%)
Do not know	2 (11.11%)	1 (14.29%)			4 (25.00%)	2 (11.76%)	9 (12.33%)
Refused	2 (11.11%)			1 (12.50%)	1 (6.25%)	6 (35.29%)	10 (13.70%)
Total	18 (100.00%)	7 (100.00%)	7 (100.00%)	8 (100.00%)	16 (100.00%)	17 (100.00%)	73 (100.00%)

Employer & Employer Organizations

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not well	1 (5.56%)			3 (37.50%)			4 (5.48%)
Somewhat well	3 (16.67%)	2 (28.57%)	2 (28.57%)		3 (18.75%)	1 (5.88%)	11 (15.07%)
Well	8 (44.44%)	1 (14.29%)	3 (42.86%)	4 (50.00%)	5 (31.25%)	8 (47.06%)	29 (39.73%)
Very well	6 (33.33%)	1 (14.29%)			3 (18.75%)		10 (13.70%)
Do not know		2 (28.57%)	2 (28.57%)		4 (25.00%)	2 (11.76%)	10 (13.70%)
Refused		1 (14.29%)		1 (12.50%)	1 (6.25%)	6 (35.29%)	9 (12.33%)
Total	18 (100.00%)	7 (100.00%)	7 (100.00%)	8 (100.00%)	16 (100.00%)	17 (100.00%)	73 (100.00%)

Workers & Trade Unions

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not well	2 (11.11%)		1 (14.29%)	3 (37.50%)			6 (8.22%)
Somewhat well	1 (5.56%)	1 (14.29%)	1 (14.29%)		2 (12.50%)	1 (5.88%)	6 (8.22%)
Well	5 (27.78%)	1 (14.29%)	2 (28.57%)	5 (62.50%)	7 (43.75%)	8 (47.06%)	28 (38.36%)
Very well	6 (33.33%)	3 (42.86%)	3 (42.86%)		3 (18.75%)		15 (20.55%)
Do not know	2 (11.11%)	1 (14.29%)			3 (18.75%)	2 (11.76%)	8 (10.96%)
Refused	2 (11.11%)	1 (14.29%)			1 (6.25%)	6 (35.29%)	10 (13.70%)
Total	18 (100.00%)	7 (100.00%)	7 (100.00%)	8 (100.00%)	16 (100.00%)	17 (100.00%)	73 (100.00%)

SECTION E.

SECTION E. YEAR

Q18. In which year(s) did you receive the training on identifying and detecting forced/child labor and slavery victims and cases?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
2017	1 (20.00%)	1 (14.29%)	1 (14.29%)	1 (14.29%)		1 (12.50%)	5 (13.89%)
2018	1 (20.00%)	3 (42.86%)	1 (14.29%)	1 (14.29%)		2 (25.00%)	8 (22.22%)
2019	2 (40.00%)	3 (42.86%)		2 (28.57%)		2 (25.00%)	9 (25.00%)
2020	3 (60.00%)	3 (42.86%)		5 (71.43%)	1 (50.00%)	2 (25.00%)	14 (38.89%)
2021	3 (60.00%)	5 (71.43%)	4 (57.14%)	1 (14.29%)	1 (50.00%)	4 (50.00%)	18 (50.00%)
2022	3 (60.00%)	3 (42.86%)				3 (37.50%)	9 (25.00%)
2023	1 (20.00%)					1 (12.50%)	2 (5.56%)

Note: Respondent could select more than one option

SECTION E. TOOLKIT

Q19. As part of the training provided by the BRIDGE team, did you review the toolkit 'Reporting on forced labor and fair recruitment: An ILO toolkit for journalists'

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Yes	3 (60.00%)	6 (85.71%)	5 (71.43%)	6 (85.71%)	1 (50.00%)	8 (100.00%)	29 (80.56%)
No	2 (40.00%)	1 (14.29%)	1 (14.29%)	1 (14.29%)	1 (50.00%)		6 (16.67%)
Refused			1 (14.29%)				1 (2.78%)
Total	5 (100.00%)	7 (100.00%)	7 (100.00%)	7 (100.00%)	2 (100.00%)	8 (100.00%)	36 (100.00%)

SECTION E. JOURNALISTS

Q20. How well do you think the project increased the capacity of the media and journalists who participated in the training to publish reliable and comprehensive investigative stories on forced/child labor and slavery for the general public and professional audiences?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Did Not Increase	1 (20.00%)		1 (14.29%)				2 (5.56%)
Somewhat Increased	2 (40.00%)	1 (14.29%)	2 (28.57%)	2 (28.57%)	1 (50.00%)	1 (12.50%)	9 (25.00%)
Increased	1 (20.00%)	3 (42.86%)	3 (42.86%)	4 (57.14%)		5 (62.50%)	16 (44.44%)
Significantly Increased	1 (20.00%)	3 (42.86%)		1 (14.29%)	1 (50.00%)	2 (25.00%)	8 (22.22%)
Refused			1 (14.29%)				1 (2.78%)
Total	5 (100.00%)	7 (100.00%)	7 (100.00%)	7 (100.00%)	2 (100.00%)	8 (100.00%)	36 (100.00%)

SECTION E. AWARENESS

Q21. How well do you think the project increased your capacity in developing awareness material for employers or employer organizations on forced/child labor prevention in your city/town/village?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Did Not Increase	1 (20.00%)	1 (14.29%)		1 (14.29%)			3 (8.33%)
Somewhat Increased	2 (40.00%)	1 (14.29%)	1 (14.29%)	3 (42.86%)			7 (19.44%)
Increased	1 (20.00%)	3 (42.86%)	4 (57.14%)	3 (42.86%)	1 (50.00%)	6 (75.00%)	18 (50.00%)
Significantly Increased	1 (20.00%)	2 (28.57%)				2 (25.00%)	5 (13.89%)
Refused			2 (28.57%)		1 (50.00%)		3 (8.33%)
Total	5 (100.00%)	7 (100.00%)	7 (100.00%)	7 (100.00%)	2 (100.00%)	8 (100.00%)	36 (100.00%)

SECTION E. APPLY

Q22. Were you able to apply or use new knowledge and skills to report on forced/child labor and fair recruitment issues in your work?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Yes	4 (80.00%)	4 (57.14%)	6 (85.71%)	5 (71.43%)	1 (50.00%)	8 (100.00%)	28 (77.78%)
No	1 (20.00%)	3 (42.86%)		2 (28.57%)	1 (50.00%)		7 (19.44%)
Refused			1 (14.29%)				1 (2.78%)
Total	5 (100.00%)	7 (100.00%)	7 (100.00%)	7 (100.00%)	2 (100.00%)	8 (100.00%)	36 (100.00%)

SECTION E. OUTPUTS

Q23. How effective do you think the project communication trainings and follow-up activities were at achieving the following outputs:

Improving knowledge and awareness about forced/child labor, slavery issues and fair recruitment in your country

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not effective				1 (14.29%)			1 (2.78%)
Somewhat effective	1 (20.00%)	1 (14.29%)				2 (25.00%)	4 (11.11%)
Effective	3 (60.00%)	3 (42.86%)	5 (71.43%)	2 (28.57%)	1 (50.00%)	4 (50.00%)	18 (50.00%)
Highly effective	1 (20.00%)	2 (28.57%)		4 (57.14%)		2 (25.00%)	9 (25.00%)
Do not know		1 (14.29%)			1 (50.00%)		2 (5.56%)
Refused			2 (28.57%)				2 (5.56%)
Total	5 (100.00%)	7 (100.00%)	7 (100.00%)	7 (100.00%)	2 (100.00%)	8 (100.00%)	36 (100.00%)

Fostering interest around reporting on forced/child labor and slavery issues

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not effective			1 (14.29%)	1 (14.29%)			2 (5.56%)

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Somewhat effective	2 (40.00%)	2 (28.57%)	2 (28.57%)			2 (25.00%)	8 (22.22%)
Effective	2 (40.00%)	3 (42.86%)	2 (28.57%)	3 (42.86%)	1 (50.00%)	4 (50.00%)	15 (41.67%)
Highly effective	1 (20.00%)	2 (28.57%)		3 (42.86%)		2 (25.00%)	8 (22.22%)
Do not know					1 (50.00%)		1 (2.78%)
Refused			2 (28.57%)				2 (5.56%)
Total	5 (100.00%)	7 (100.00%)	7 (100.00%)	7 (100.00%)	2 (100.00%)	8 (100.00%)	36 (100.00%)

Enhancing skills for reporting on forced/child labor and slavery issues

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not effective			1 (14.29%)				1 (2.78%)
Somewhat effective	2 (40.00%)	2 (28.57%)	2 (28.57%)	2 (28.57%)			8 (22.22%)
Effective	2 (40.00%)	3 (42.86%)	3 (42.86%)	2 (28.57%)	1 (50.00%)	5 (62.50%)	16 (44.44%)
Highly effective	1 (20.00%)	2 (28.57%)		3 (42.86%)		2 (25.00%)	8 (22.22%)
Do not know					1 (50.00%)	1 (12.50%)	2 (5.56%)
Refused			1 (14.29%)				1 (2.78%)
Total	5 (100.00%)	7 (100.00%)	7 (100.00%)	7 (100.00%)	2 (100.00%)	8 (100.00%)	36 (100.00%)

Creating awareness about appropriate and inappropriate terminology to use while reporting on these issues

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not effective		1 (14.29%)	1 (14.29%)			1 (12.50%)	3 (8.33%)
Somewhat effective	2 (40.00%)		2 (28.57%)			2 (25.00%)	6 (16.67%)
Effective	1 (20.00%)	3 (42.86%)	3 (42.86%)	5 (71.43%)	1 (50.00%)	4 (50.00%)	17 (47.22%)
Highly effective	2 (40.00%)	3 (42.86%)		2 (28.57%)		1 (12.50%)	8 (22.22%)
Do not know					1 (50.00%)		1 (2.78%)
Refused			1 (14.29%)				1 (2.78%)
Total	5 (100.00%)	7 (100.00%)	7 (100.00%)	7 (100.00%)	2 (100.00%)	8 (100.00%)	36 (100.00%)

Publishing reliable and comprehensive investigative stories on forced/child labor and slavery issues

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not effective	1 (20.00%)		1 (14.29%)			1 (12.50%)	3 (8.33%)
Somewhat effective	1 (20.00%)	1 (14.29%)	3 (42.86%)	2 (28.57%)		2 (25.00%)	9 (25.00%)

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Effective	2 (40.00%)	2 (28.57%)	2 (28.57%)	2 (28.57%)	1 (50.00%)	3 (37.50%)	12 (33.33%)
Highly effective	1 (20.00%)	3 (42.86%)		3 (42.86%)		2 (25.00%)	9 (25.00%)
Do not know		1 (14.29%)			1 (50.00%)		2 (5.56%)
Refused			1 (14.29%)				1 (2.78%)
Total	5 (100.00%)	7 (100.00%)	7 (100.00%)	7 (100.00%)	2 (100.00%)	8 (100.00%)	36 (100.00%)

SECTION F.

SECTION F. YEAR

Q24. In which year(s) did you receive the training on awareness raising on forced/child labor issues?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
2017	3 (30.00%)	2 (40.00%)	1 (25.00%)	1 (25.00%)	2 (40.00%)	1 (33.33%)	10 (32.26%)
2018	3 (30.00%)	2 (40.00%)		1 (25.00%)	4 (80.00%)	1 (33.33%)	11 (35.48%)
2019	1 (10.00%)	2 (40.00%)	1 (25.00%)	2 (50.00%)	1 (20.00%)	2 (66.67%)	9 (29.03%)
2020	2 (20.00%)	3 (60.00%)		1 (25.00%)		1 (33.33%)	7 (22.58%)
2021	4 (40.00%)	1 (20.00%)	2 (50.00%)	1 (25.00%)	1 (20.00%)	2 (66.67%)	11 (35.48%)
2022	5 (50.00%)	1 (20.00%)	1 (25.00%)		2 (40.00%)	2 (66.67%)	11 (35.48%)
2023	1 (10.00%)						1 (3.23%)

Note: Respondent could select more than one option

SECTION F. ISSUES

Q25. How well do you think the project increased your knowledge and awareness on key forced/child labor issues in your country?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Did Not Increase	1 (10.00%)	1 (20.00%)					2 (6.45%)
Somewhat Increased		1 (20.00%)		1 (25.00%)	1 (20.00%)		3 (9.68%)
Increased	7 (70.00%)	1 (20.00%)	2 (50.00%)	1 (25.00%)	3 (60.00%)	2 (66.67%)	16 (51.61%)
Significantly Increased	2 (20.00%)	2 (40.00%)	2 (50.00%)	2 (50.00%)	1 (20.00%)	1 (33.33%)	10 (32.26%)
Total	10 (100.00%)	5 (100.00%)	4 (100.00%)	4 (100.00%)	5 (100.00%)	3 (100.00%)	31 (100.00%)

SECTION F. PREVENTION

Q26. How well do you think the project increased your knowledge on forced/child labor prevention in your country?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Did Not Increase	1 (10.00%)						1 (3.23%)
Somewhat Increased	2 (20.00%)				2 (40.00%)		4 (12.90%)
Increased	6 (60.00%)	3 (60.00%)	2 (50.00%)	3 (75.00%)	1 (20.00%)	2 (66.67%)	17 (54.84%)
Significantly Increased	1 (10.00%)	2 (40.00%)	2 (50.00%)	1 (25.00%)	2 (40.00%)	1 (33.33%)	9 (29.03%)
Total	10 (100.00%)	5 (100.00%)	4 (100.00%)	4 (100.00%)	5 (100.00%)	3 (100.00%)	31 (100.00%)

SECTION F. ASSISTANCE

Q27. How well do you think the project increased your knowledge in assisting victims of forced/child labor in your country?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Did Not Increase	2 (20.00%)				1 (20.00%)		3 (9.68%)
Somewhat Increased	1 (10.00%)			1 (25.00%)			2 (6.45%)
Increased	6 (60.00%)	3 (60.00%)	2 (50.00%)	2 (50.00%)	3 (60.00%)	2 (66.67%)	18 (58.06%)
Significantly Increased	1 (10.00%)	2 (40.00%)	2 (50.00%)	1 (25.00%)	1 (20.00%)	1 (33.33%)	8 (25.81%)
Total	10 (100.00%)	5 (100.00%)	4 (100.00%)	4 (100.00%)	5 (100.00%)	3 (100.00%)	31 (100.00%)

SECTION F. LEGISLATION

Q28. How effective was the project at improving knowledge and awareness about national forced/child labor laws and legislations in your country?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Somewhat effective	5 (50.00%)	1 (20.00%)					6 (19.35%)
Effective	5 (50.00%)	1 (20.00%)	2 (50.00%)	3 (75.00%)	4 (80.00%)	2 (66.67%)	17 (54.84%)
Highly effective		3 (60.00%)	2 (50.00%)	1 (25.00%)	1 (20.00%)	1 (33.33%)	8 (25.81%)
Total	10 (100.00%)	5 (100.00%)	4 (100.00%)	4 (100.00%)	5 (100.00%)	3 (100.00%)	31 (100.00%)

SECTION G

SECTION G. EFFECTIVE

Q29. Overall, how effective do you think the project was at the following

Enhancing knowledge among individuals from relevant institutions to combat forced labor and child labor

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not effective	1 (2.33%)				1 (2.63%)		2 (1.08%)
Somewhat effective	8 (18.60%)	2 (10.00%)	7 (22.58%)	3 (13.04%)	3 (7.89%)	1 (3.33%)	24 (12.97%)
Effective	18 (41.86%)	3 (15.00%)	16 (51.61%)	10 (43.48%)	16 (42.11%)	19 (63.33%)	82 (44.32%)
Highly effective	13 (30.23%)	14 (70.00%)	5 (16.13%)	10 (43.48%)	15 (39.47%)	9 (30.00%)	66 (35.68%)
Do not know	3 (6.98%)		1 (3.23%)		2 (5.26%)		6 (3.24%)
Refused		1 (5.00%)	2 (6.45%)		1 (2.63%)	1 (3.33%)	5 (2.70%)
Total	43 (100.00%)	20 (100.00%)	31 (100.00%)	23 (100.00%)	38 (100.00%)	30 (100.00%)	185 (100.00%)

Increasing public awareness and knowledge on the issue of forced labor

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not effective	3 (6.98%)		1 (3.23%)	1 (4.35%)			5 (2.70%)
Somewhat effective	8 (18.60%)	3 (15.00%)	8 (25.81%)	2 (8.70%)	3 (7.89%)	1 (3.33%)	25 (13.51%)
Effective	17 (39.53%)	7 (35.00%)	17 (54.84%)	10 (43.48%)	17 (44.74%)	17 (56.67%)	85 (45.95%)
Highly effective	12 (27.91%)	8 (40.00%)	3 (9.68%)	10 (43.48%)	14 (36.84%)	10 (33.33%)	57 (30.81%)
Do not know	3 (6.98%)		1 (3.23%)		3 (7.89%)	1 (3.33%)	8 (4.32%)
Refused		2 (10.00%)	1 (3.23%)		1 (2.63%)	1 (3.33%)	5 (2.70%)
Total	43 (100.00%)	20 (100.00%)	31 (100.00%)	23 (100.00%)	38 (100.00%)	30 (100.00%)	185 (100.00%)

Increasing your country's capacity to address forced labor

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not effective	3 (6.98%)		5 (16.13%)				8 (4.32%)
Somewhat effective	6 (13.95%)	3 (15.00%)	6 (19.35%)	3 (13.04%)	4 (10.53%)	5 (16.67%)	27 (14.59%)
Effective	18 (41.86%)	5 (25.00%)	12 (38.71%)	9 (39.13%)	16 (42.11%)	13 (43.33%)	73 (39.46%)
Highly effective	12 (27.91%)	10 (50.00%)	4 (12.90%)	11 (47.83%)	15 (39.47%)	10 (33.33%)	62 (33.51%)
Do not know	4 (9.30%)		1 (3.23%)		2 (5.26%)	1 (3.33%)	8 (4.32%)
Refused		2 (10.00%)	3 (9.68%)		1 (2.63%)	1 (3.33%)	7 (3.78%)
Total	43 (100.00%)	20 (100.00%)	31 (100.00%)	23 (100.00%)	38 (100.00%)	30 (100.00%)	185 (100.00%)

SECTION G. TOOLS

Q30. How effective was the project at providing relevant tools to combat forced/child labor ?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not effective	3 (6.98%)	1 (5.00%)	1 (3.23%)		1 (2.63%)		6 (3.24%)
Somewhat effective	17 (39.53%)	4 (20.00%)	12 (38.71%)	4 (17.39%)	8 (21.05%)	3 (10.00%)	48 (25.95%)
Effective	19 (44.19%)	6 (30.00%)	16 (51.61%)	13 (56.52%)	19 (50.00%)	21 (70.00%)	94 (50.81%)
Highly effective	3 (6.98%)	9 (45.00%)	1 (3.23%)	6 (26.09%)	10 (26.32%)	6 (20.00%)	35 (18.92%)
Refused	1 (2.33%)		1 (3.23%)				2 (1.08%)
Total	43 (100.00%)	20 (100.00%)	31 (100.00%)	23 (100.00%)	38 (100.00%)	30 (100.00%)	185 (100.00%)

SECTION G. TRAININGS

Q31. How well did the project provide realistic, quality technical trainings?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Very low	2 (4.65%)	1 (5.00%)					3 (1.63%)
Low	3 (6.98%)	1 (5.00%)	2 (6.67%)		1 (2.63%)		7 (3.80%)
Good	31 (72.09%)	10 (50.00%)	22 (73.33%)	17 (73.91%)	27 (71.05%)	18 (60.00%)	125 (67.93%)
Very good	6 (13.95%)	8 (40.00%)	5 (16.67%)	5 (21.74%)	9 (23.68%)	11 (36.67%)	44 (23.91%)
Refused	1 (2.33%)		1 (3.33%)	1 (4.35%)	1 (2.63%)	1 (3.33%)	5 (2.72%)
Total	43 (100.00%)	20 (100.00%)	30 (100.00%)	23 (100.00%)	38 (100.00%)	30 (100.00%)	184 (100.00%)

SECTION G. POST-TRAINING

Q32. Did you receive adequate post-training support from the BRIDGE project team?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Yes	21 (48.84%)	14 (70.00%)	21 (70.00%)	9 (39.13%)	28 (73.68%)	24 (80.00%)	117 (63.59%)
No	22 (51.16%)	6 (30.00%)	8 (26.67%)	14 (60.87%)	10 (26.32%)	6 (20.00%)	66 (35.87%)
Refused			1 (3.33%)				1 (0.54%)
Total	43 (100.00%)	20 (100.00%)	30 (100.00%)	23 (100.00%)	38 (100.00%)	30 (100.00%)	184 (100.00%)

SECTION G. EXTERNAL FACTORS

Q33. Were there any external factors (political changes, COVID-19, or similar) that affected the effectiveness of the trainings received under the project?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Yes	16 (37.21%)	12 (60.00%)	11 (37.93%)	5 (21.74%)	11 (28.95%)	7 (23.33%)	62 (33.88%)
No	26 (60.47%)	8 (40.00%)	17 (58.62%)	18 (78.26%)	26 (68.42%)	23 (76.67%)	118 (64.48%)
Refused	1 (2.33%)		1 (3.45%)		1 (2.63%)		3 (1.64%)
Total	43 (100.00%)	20 (100.00%)	29 (100.00%)	23 (100.00%)	38 (100.00%)	30 (100.00%)	183 (100.00%)

SECTION G. E-LEARNING

Q34. Did you use an e-learning tool online platform on forced/child labor developed by the BRIDGE project team?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Yes	10 (23.81%)	4 (20.00%)	11 (37.93%)	4 (18.18%)	26 (70.27%)	13 (43.33%)	68 (37.78%)
No	32 (76.19%)	16 (80.00%)	17 (58.62%)	18 (81.82%)	11 (29.73%)	17 (56.67%)	111 (61.67%)
Refused			1 (3.45%)				1 (0.56%)
Total	42 (100.00%)	20 (100.00%)	29 (100.00%)	22 (100.00%)	37 (100.00%)	30 (100.00%)	180 (100.00%)

SECTION G. E-LEARNING RELEVANT

Q35. You stated earlier that you have used the e-learning tool online platform developed by the BRIDGE team. Do you think the content on the e-learning tool online platform was relevant to enhance knowledge and skills on law enforcement, prevention and victim assistance?

	Malaysia	Mauritania	Nepal	Peru	Uzbekistan	Total
Not relevant			1 (16.67%)	1 (6.67%)		2 (6.45%)
Somewhat relevant	2 (40.00%)		1 (16.67%)	1 (6.67%)		4 (12.90%)
Relevant	2 (40.00%)	1 (50.00%)	4 (66.67%)	8 (53.33%)	2 (66.67%)	17 (54.84%)
Highly relevant	1 (20.00%)	1 (50.00%)		5 (33.33%)	1 (33.33%)	8 (25.81%)
Total	5 (100.00%)	2 (100.00%)	6 (100.00%)	15 (100.00%)	3 (100.00%)	31 (100.00%)

SECTION G. E-LEARNING EFFECTIVE

Q36. You stated earlier that you have studied or reviewed the forced labor e-learning module developed by the BRIDGE team. How effective was the forced labor e-learning module in improving knowledge and awareness about identifying forced/child labor and slavery cases and victims in your country?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Not effective	1 (16.67%)	1 (50.00%)					2 (6.45%)
Somewhat effective	2 (33.33%)		1 (25.00%)		1 (7.69%)		4 (12.90%)
Effective	1 (16.67%)		3 (75.00%)	1 (100.00%)	8 (61.54%)	3 (60.00%)	16 (51.61%)
Highly effective	2 (33.33%)	1 (50.00%)			4 (30.77%)	2 (40.00%)	9 (29.03%)
Total	6 (100.00%)	2 (100.00%)	4 (100.00%)	1 (100.00%)	13 (100.00%)	5 (100.00%)	31 (100.00%)

SECTION G. TRAINING MODE

Q37. What kind of training(s) did you participate in?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Face-to-face	10 (23.81%)	13 (65.00%)	21 (72.41%)	17 (77.27%)	9 (24.32%)	16 (53.33%)	86 (47.78%)
Online/virtual	20 (47.62%)	3 (15.00%)	4 (13.79%)	1 (4.55%)	19 (51.35%)	8 (26.67%)	55 (30.56%)
Both	11 (26.19%)	4 (20.00%)	2 (6.90%)	2 (9.09%)	9 (24.32%)	5 (16.67%)	33 (18.33%)
Refused	1 (2.38%)		2 (6.90%)	2 (9.09%)		1 (3.33%)	6 (3.33%)
Total	42 (100.00%)	20 (100.00%)	29 (100.00%)	22 (100.00%)	37 (100.00%)	30 (100.00%)	180 (100.00%)

SECTION G. TRAINING MODE PREFER

Q38. Which training(s) modality did you prefer?

	Malaysia	Mauritania	Nepal	Niger	Peru	Uzbekistan	Total
Face-to-face	24 (57.14%)	11 (55.00%)	22 (75.86%)	14 (63.64%)	15 (40.54%)	24 (80.00%)	110 (61.11%)
Online/virtual	6 (14.29%)	2 (10.00%)	2 (6.90%)	2 (9.09%)	16 (43.24%)	3 (10.00%)	31 (17.22%)
Both	11 (26.19%)	7 (35.00%)	4 (13.79%)	6 (27.27%)	6 (16.22%)	2 (6.67%)	36 (20.00%)
Refused	1 (2.38%)		1 (3.45%)			1 (3.33%)	3 (1.67%)
Total	42 (100.00%)	20 (100.00%)	29 (100.00%)	22 (100.00%)	37 (100.00%)	30 (100.00%)	180 (100.00%)