



# KALINGA FELLOWSHIP 2020 IMPACT REPORT



KALINGA  
FELLOWSHIP

BRIDGE  
INSTITUTE



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# EVALUATOR'S NOTE

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Understanding the impact of the Kalinga Fellowship was an eye-opening exercise. The team at AuxoHub adopted a respondent-led approach, identifying areas of impact that emerged from interactions with some Fellows from the 2020 cohort. While the responses were rich and varied, two key areas of impact emerged.

**Spirit of collaboration:** Despite being the first online Fellowship, participants regularly spoke about the importance of building and participating in the larger ecosystem. This was especially crucial to tackling a problem as layered and complex as human trafficking. The Fellowship's commitment to creating this ecosystem of Fellows, partners and other stakeholders was welcomed.


**Commitment to inclusion:** Not only did the online Fellowship allow for wide geographic spread of participants, Fellows were also appreciative of the Hindi interpretation provided for those uncomfortable with English. This was seen as crucial to enabling complete participation by all Fellows.

The Fellowship's focus on collaboration is perhaps best illustrated by the three key ideas that have emerged from this cohort - the creation of the First Responder Movement to empower the average citizen to fight human trafficking, the Police-Community Collaboration to improve partnership between civil society and law enforcement, and the acknowledgement that survivor leaders are crucial to any anti-human trafficking effort.

Respondents consistently communicated eagerness to work together towards the implementation of these ideas.

Even as the Kalinga Fellowship enters its fifth year, it is encouraging to see the progress made thus far. With every passing year, the community of leaders committing to gender equality grows. Through its focus to collaboration, the Fellowship offers the platform to build on this commitment. As evidenced by the opinions of the 2020 Fellows, the conversations and collaborations are crucial to tackling the problem of gender-based violence.





I was almost a victim of human trafficking at 14 but I was rescued in time. When I returned, I faced a lot of stigma from the villagers. Through ILFAT and the Kalinga Fellowship, I found the courage and reassurance that I could fight against human trafficking at an organised level and try and prevent this from happening to others too. The Fellowship has given me the perspective to engage with different viewpoints and also the confidence to put my point across in front of people from across the world.

***- Piu, Survivor Leader from Zero Tolerance to Child Marriage stream***





# WHY DO WE EXIST?

According to the *Global Report on Trafficking In Persons 2020* by the United Nations Office on Drugs and Crime, for every ten trafficking victims detected globally in the year 2018, five were adult women and two were girls. About one third of detected victims were children, both girls and boys. Adult men were about 20% of detected trafficking victims.

While addressing trafficking is an enormous challenge, COVID-19 has not made things easier. The US Department of State's Annual Report on Trafficking in Persons noted that COVID-19 increased the vulnerability of people to trafficking as well as its disruptions of current existing efforts in combating trafficking.

As India plunged into coronavirus lockdown in 2020, economic vulnerability was a key concern for many communities. This was especially true of those employed by the informal sector. According to an estimate by the International Labor Organization, about 81% of the 400 million strong workforce in India is engaged in the informal sector. Because of the financial strain faced by this community, a greater number of families were ready to send their children in search of work. As noted by Kailash Satyarthi's Children Foundation, a survey in rural areas of poorer states showed that 21% of respondents were potentially ready to send their children under 18 to urban areas for work. It is within this dual context of the COVID-19 pandemic as well as the pre-existing risks that trafficking occurs today.

The Kalinga Fellowship seeks to engage with this subject, understanding the flows and economics behind human trafficking as well as the socio-political factors that lead to this phenomenon. By pooling resources and encouraging collaboration, the Fellowship is building an ecosystem to combat the malaise of human trafficking.

**2017**

We began work on *Gender Equality*



**2017 - 2019**

*Gender based violence* in particular



**2019**

We have been even more specific, focusing on *human trafficking*

**Through conversations on human trafficking, we seek to address the greater umbrella of Gender Based Violence and the larger goal of gender equality.**

# COLLABORATING TO COMBAT HUMAN TRAFFICKING

One of the core bottlenecks of battling human trafficking is that the *stakeholders addressing the issue often work in silos*. The Kalinga Fellowship was born from the realisation of the *need to mobilise actors and create an organised movement* to tackle this global problem. Through this movement, the hope is to reduce, or even eradicate, gender-based violence in the future.

The Kalinga Fellowship is a 10-year commitment formalised in March 2017 between the *founding organisations of The Bridge Institute, FXB India Suraksha, and Kalinga Institute of Social Sciences*. The intent was to create programs to establish zero tolerance of sexual assault on women and children across Asia. Crucial to this has been the Fellowship's partner organisations. These *partner organisations bring valuable industry experience, technical skills, and opportunities for networking and collaboration* to the Fellowship. It is through these partnerships forged amongst Fellows and partner organisations that the world of eradicating human trafficking extends far beyond the Fellowship itself.

All partnerships, collaborations and goals of the Fellowship are directly aligned to the Sustainable Development Goals, a set of 17 interlinked goals identified by the United Nations General Assembly to achieve a more sustainable future for all. Each goal is further broken down into actionable targets to be achieved by 2030.

In particular, the Fellowship is in alignment with the following targets:



#### TARGET 5.2

END ALL VIOLENCE  
AGAINST AND  
EXPLOITATION OF  
WOMEN AND GIRLS



#### TARGET 5.3

ELIMINATE  
FORCED MARRIAGES  
AND GENITAL  
MUTILATION



#### TARGET 8.7

END MODERN  
SLAVERY,  
TRAFFICKING AND  
CHILD LABOUR



#### TARGET 16.2

PROTECT CHILDREN  
FROM ABUSE,  
EXPLOITATION,  
TRAFFICKING AND  
VIOLENCE

# KALINGA FELLOWSHIP THUS FAR

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## **2017 ODISHA** *100 Participants*

Combatting sexual harassment at the workplace & breaking the conspiracy of silence in families, communities and societies on GBV

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Large-scale awareness program to enable changemakers at home & in the classroom.

Establishment of role of partnerships & collaborations with leaders across business, civil society & NGOs.

## **2018 TELANGANA** *100 Participants*

Empowering women and girls to speak up against GBV, hold perpetrators accountable & establish mechanisms to support survivors

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"G-Corp" certification for corporates who are gender sensitive & committed to fighting GBV

"G-Clubs" in schools to foster dialogue around gender equality

Text messaging helpline to access domain experts with questions about sexual awareness/ education & gender sensitisation for teachers

## **2019 DELHI** *105 Participants*

Exploring how senior leaders of government, business and civil society can come together to combat trafficking of women and children globally

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#IAM campaign to spread awareness on gender equality

Multi-stakeholder railway rescue pilot program to help rescue women at source through the power of partnerships

A #Didihood movement, code of conduct & centre to promote sisterhood and sense of worth amongst sex workers of GB Road, Delhi



# IDEAS THAT HAVE EMERGED FROM THE FELLOWSHIP

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## **Prioritising making a gender equity policy: G-Corp**

In 2018, Fellows were tasked to think of ways to encourage the adoption of zero tolerance towards gender discrimination and violence amongst businesses. The idea for *G-Corp, or a certification mechanism for gender-sensitive corporations*, was created from this goal. The G-Corp mission intends for Kalinga Fellows to work with partner organisations in *making gender equity policy a priority* in workplaces, markets and communities. While initial steps have been taken and relationships have been built with leading business communities, the momentum is yet to be built to make G-Corp a reality. In the meantime, John Rajah, a 2018 Fellow, has expressed interest in collaborating with Bridge Institute through Sudara (where he is Director of India Operations). Together, John believes, G-Corp can become a reality.

## **Creating a movement to promote self-esteem: Didihood**

Our partner organisation, Kat-Katha ("The Story of Puppets") works with the commercial sex workers and their children living on GB Road, the largest red light area in Delhi. The organisation seeks to provide choices to the women and children of GB Road and instil confidence needed to exercise them. When the 2019 Fellowship team visited Kat-Katha, they realised that there was a lack of sisterhood amongst the women, an absence of feeling "worthy" and a systemic gap that affects sex workers the most. Above all, our Fellows saw the extraordinary Kat-Katha model in action. At the end of the Fellowship, our team recommended the *creation of a movement to promote self-esteem and agency*. We also wanted to *help scale the Kat-Katha model across India. The Didihood movement was born* to address these goals.





Quite a lot of us had a lot of other commitments during the Fellowship and often I felt like I didn't have the time on a particular day to be taking on a session, but that disappeared when we were in the sessions and we were all busy engaging and listening to each others' perspectives. I suppose that is a definite testimony to the power that the Fellowship has in bringing people together and quite the remarkable job it does at that.

***Shona, Financial Coalition, Halotrade***



# FRAMEWORK

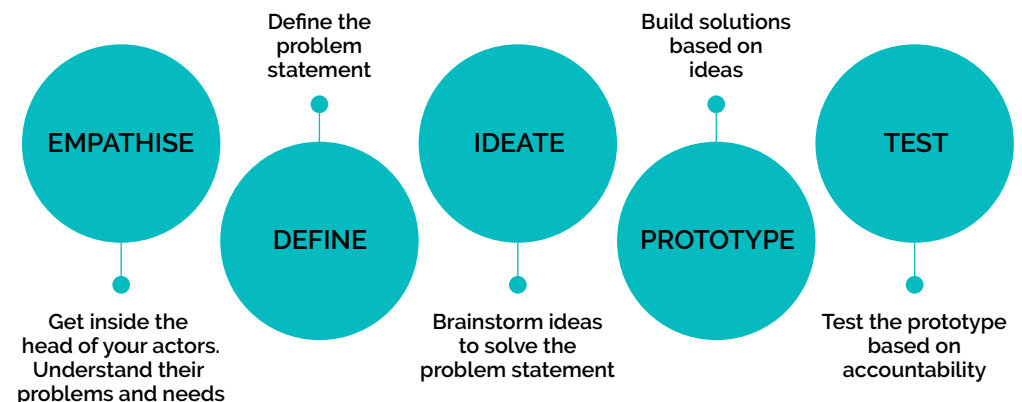
## DESIGN THINKING

*Design thinking* is an iterative process that helps define problems, especially when they are ill defined, to arrive at solutions which may not be apparent. The process revolves around developing an understanding of the problem, therefore helping in the development of empathy. It also helps people question the problem, assumptions, and implications, leading to the development of a more robust solution.

The modules focused on Design Thinking were well-received by the Fellows.

- Many specifically referred to these sections when speaking of tools that *helped them outside* the Fellowship as well.
- The *iterative nature* of the process and the focus on falsifying all assumptions were particularly seen as *beneficial*.

- Fellows reported being able to *identify clearer solutions* to problems and *enabling greater potential impact* through the Design Thinking framework.



## TESTIMONIALS

*"Design thinking is an innovative tool that I found to be inclusive of diversity. I approach a lot of problem solving as a developmental worker in a similar manner."* – Ahamed Rifkan

*"We do a lot of design thinking at our work but the Fellowship proved to be a great place to rejuvenate those approaches that sometimes become lost in day-to-day firefighting."* – Ingrid Raj, DHL

*"Design thinking turned out to be quite an interesting approach to problems, particular the iterative aspect of it. I think going back to ensure that the solution is appropriate and works is sometimes lost in the pace of getting things implemented."* – Shona Tatchell, Halotrade

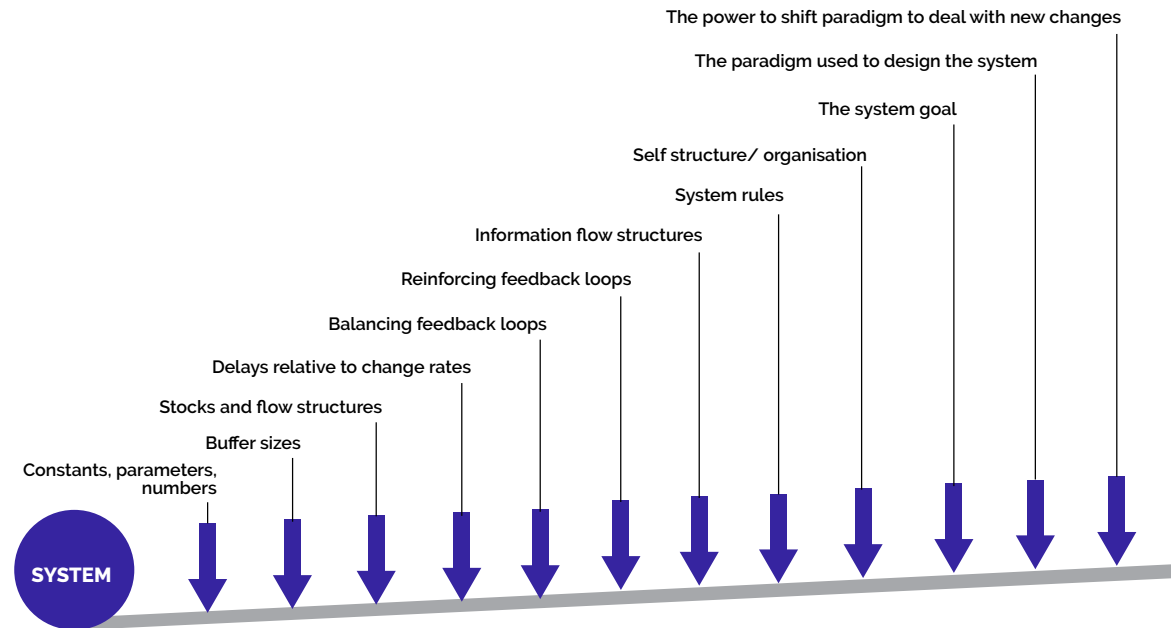
# FRAMEWORK

## SYSTEMS THINKING

Systems thinking is a process that enables people to consider the role of various actors within the larger context of the system. This process then allows participants to arrive at an order of importance through which to identify the level of change to be affected and the magnitude of such a task.

Conversations with Fellows revealed that the framework helped specifically in engaging with the problem of human trafficking. *By working at the intersection between systems thinking and personal networks, the Fellowship maximised impact.*

- Fellows said systems thinking *helped them structure problems more efficiently and prioritise* in order to get results.
- This was seen as important given the need to break the problem of human trafficking down to actionable parts.
- Each Fellow was encouraged to *engage with aspects that aligned with their individual areas of work* and influence.



*"It can be difficult to identify the kind of changes that are needed and to visualise the kind of impact that you would expect out of it. Perhaps systems thinking is a better way to prioritise in the cycle of implementing change, which never really stops." – Ahamed Rifkan*

*"We have tried to implement some form of systems thinking in our organisation, especially the application of it when it comes to ground and mid-level managers to identify better alternatives and courses of action." – Mansi Shah, SEWA*

## TESTIMONIALS

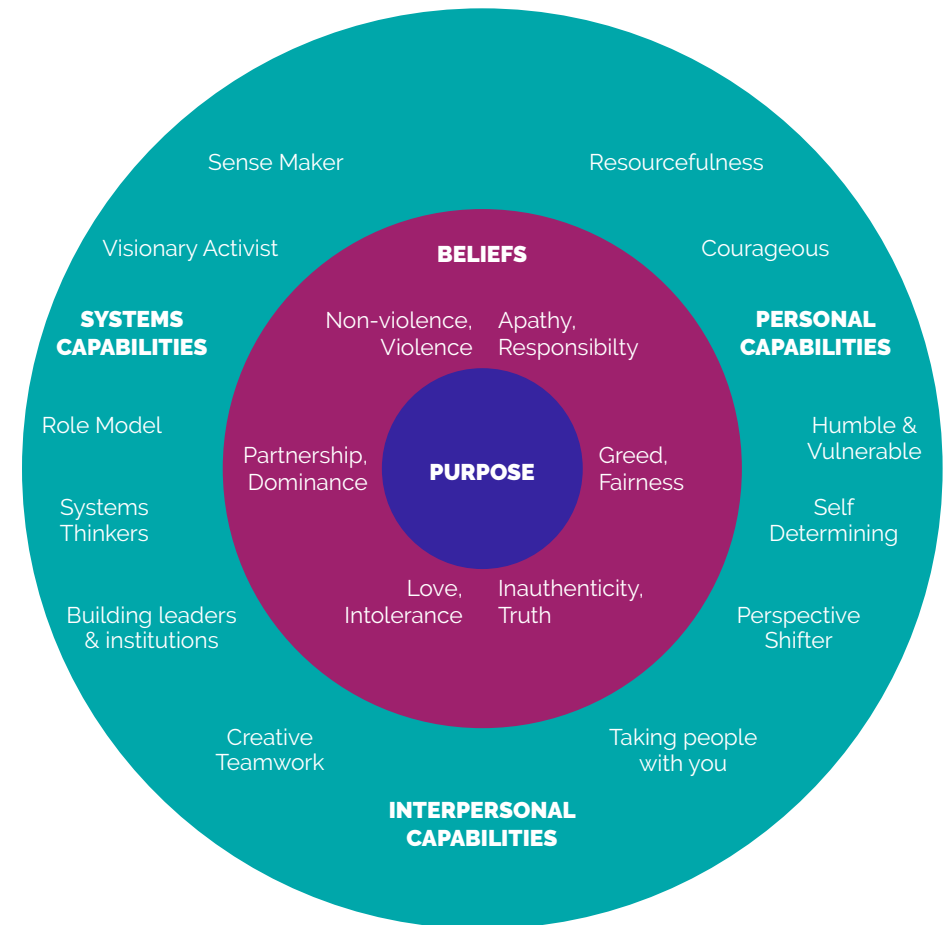
# FRAMEWORK

## SOCIETAL LEADERSHIP

The Fellowship was not solely focused on engaging with industry-specific knowledge pertaining to human trafficking. An equally integral part of the program was the creation of ethical leaders. This was enabled through the adoption of the societal leadership model.

The societal leadership model aimed to develop leaders through the core beliefs of *non-violence, partnership, love, truth, fairness* and a *wider sense of responsibility*. The impact of this holistic model was well recognised by Fellows.

- Respondents recognised and *appreciated that the Fellowship aimed to develop leadership capabilities across three axes* - systems capacities, interpersonal capacities, and personal capacities
- They also *applauded how the societal leadership model was interwoven into the Fellowship's structure*, helping build the capabilities needed to tackle a problem as layered and complex as human trafficking
- Apart from the curriculum, *exposure to other leaders' experiences allowed Fellows to identify courses of action* to explore their personal agency, disrupt themselves and constantly inspire others to action as well.



*"What I am hoping for is that we empower employees in DHL to become first responders in detecting and reporting trafficking, and become a prototype for any organisation with the frontline footfall that DHL has." – Ingrid Raj, DHL*

## TESTIMONIALS



# FRAMEWORK

## VERTICAL DEVELOPMENT

Vertical development marked the process of discovering the What, Who and How of the Fellowship. Through a series of conversations, experiences and introspections, Fellows uncovered:

- 1) Heat experiences (The What): The *complex problem* of combating different strands of human trafficking and as a whole
- 2) Colliding perspectives (The Who): *Exposure to multiple perspectives* such as those of other Fellows, Partners, Survivor Leaders
- 3) Personal development (The How): *Arriving at ideas and possible solutions* after taking in and respecting multiple perspectives on the problem

Thus, through this process of vertical development, Fellows recognised and appreciated the complexity of human trafficking as a problem and the importance of collaboration as part of the solution.

### HEAT EXPERIENCES

Challenges of great significance & urgency

Total autonomy & accountability

Frame-breaking experiences

### COLLIDING PERSPECTIVES

Building unlikely partnerships

Learning from experts

Developing a systems perspective

### PERSONAL DEVELOPMENT

From socialised to self-authorised leadership


Complex sense-making skills

Building empathy, vulnerability & courage

## TESTIMONIALS

*"Coming into the Fellowship, my ideas on human trafficking were limited, both in who it affects and the forms it takes. By engaging with people throughout, I ended up getting a much more holistic picture of the way in which human trafficking works and the forms it might take." – Shraddha Desai*

*"While I have been present in the space for a very long time, it was definitely interesting to listen to other perspectives on problems of human trafficking since it let me get acquainted with other takes [sic]. Sometimes it is not about the solution as much as also about the process of getting there which makes it a richer experience for everyone." – Bindu Sharma, ICMEC*



I was subjected to bonded labour where they made us work inhuman hours. After having been freed from those conditions, I am able to understand that being angry at a legal body or the police is not going to be the solution to my problems.

I realised that we needed to be less scared of the police and try and harbour better relations with them. I wanted to understand what reasons can sometimes impede justice in such situations. I am extremely thankful to the Fellowship for making us realise that we are capable of bringing about change.

**- Sunil, Survivor Leader from Next Generation Policing stream**

# KALINGA FELLOWSHIP 2020

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India's severe COVID-19 crisis made it unsafe to conduct an in-person Fellowship. In view of this, the Fellowship decided to move its 2020-2021 cohort online, shifting from a traditional one-week schedule to a five-month schedule from December 1st 2020, to April 30th 2021. This shift to an online space fundamentally altered the nature of the Fellowship in many ways.

- ▶ Fellows reported *feeling emboldened* by the ability to attend the Fellowship while also taking care of their daily lives.

- ▶ The *online space also allowed those who otherwise would not have been able to travel* and/or take time off for the Fellowship *to participate*.
- ▶ This resulted in *increased diversity* within the cohort, allowing for *more breadth of conversation and collaboration*.
- ▶ Fellows also particularly appreciated the effort taken by the Fellowship team to *smoothen the transition* to an online platform. Aspects like the *availability of translators and clear communication of session scheduling* received *particular appreciation*.





80%



Fellows recognised **financial gains as the main motivation** behind trafficking and asserted that reducing flow of money into this space would be vital in curbing it

80%



Fellows opined that **greater sensitisation training of legal and paralegal officials** would enable victims to come forward, but also noted at the same time that it was a lot of their work that enabled justice for victims

57%



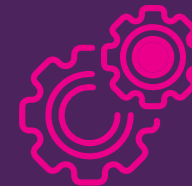
Fellows agreed that there was a **distinct lack of co-operation among bodies** in their efforts to curb human trafficking and identified the lack of a unified platform/network as the primary reason for it.

90+%



Fellows responded that **effective action at corporate levels** could serve to reduce the impact of human trafficking

75+%



Fellows agreed with the current government stipulated definition of human trafficking **attributing gaps in the system** to both structural (the legal system and holdups) and societal factors (victim blaming, stigma)



# IMPACT: PARTNERS

## THE POWER OF TECHNOLOGY & DATA

To create the first truly multi-sector information, sharing platform

*Strategic partners:*  
Helotrade and the International Commission for Missing and exploited children

## ZERO TOLERANCE TO CHILD MARRIAGE

To enroll millions of young people in creating a zero tolerance to child marriage

*Strategic partners:*  
Mission Better Tomorrow, Student Police Cadet Force, and the Govt. of Telangana

## NEXT GENERATION POLICING

To implement the very best global practices of policing across the whole police force

*Strategic partners:*  
Kerala and Telangana Police Forces

## THE FINANCIAL COALITION

To bridge leaders of the financial industry together to disrupt the economies of trafficking

*Strategic partners:*  
Helotrade and the International Commission for Missing and exploited children

## THE FIRST RESPONDER

To roll out an awareness to the last mile families and communities across India of the true nature of trafficking

*Strategic partners:*  
FXB India Suraksha



Partners for the 2020-2021 Fellowship (From left to right) - Kalinga Institute of Social Sciences, Traffik Analysis Hub, Stop The Traffik, Halotrade, IBM, FXB India Suraksha, the Mekong Club, Mission Better Tomorrow, the International Centre for Missing and Exploited Children (ICMEC), Sewa International, UN Women, Self Employed Women's Association (SEWA), Telangana Social Welfare, Bridge, Bridge Institute, Indian Leadership Forum Against Trafficking (ILFAT), International Justice Mission (IJM)

"Given that we are new to this region, a keen focus for both us and Traffik Analysis Hub, was to understand how industries in the region work and how we can fit in and help them fight against human trafficking" – Phil Brewer, Stop The Traffik

## TESTIMONIALS

"A key objective for us was to understand how global organisations take on the problem of human trafficking and learn from their approaches and practices" – Reni Jacob, International Justice Mission

# IMPACT: PARTNERS

For the 2020 Fellowship, all Fellows were divided into 5 streams. Each stream was born organically from conversations during the 2019 Fellowship and sought to engage with different interlinked aspects of human trafficking.

- The Kalinga Fellowship's *partner organisations provide subject matter expertise and proven field experience* in their respective domains. Fellows noted that the knowledge imparted by partners was essential to identifying and adopting strategies to tackle human trafficking.
- *Each stream had a dedicated set of strategic partners.* The Fellows recounted that Partners were crucial to continued impact even after the end of the Fellowship period. Fellows appreciated the constant engagement with Strategic Partners. This *engagement helped mould ideas and intent into implementable propositions*. Many Fellows continue to work on these propositions beyond the Fellowship duration through collaborations with the partner organisations.
- 57% of Kalinga Fellows opined that collaboration between organisations working to combat human trafficking was

low because of the lack of a unified platform. Partners acknowledged this and *worked to use the Fellowship to bridge this gap*. Through the Fellowship, every stakeholder was able to understand multiple perspectives and explore areas of collaboration.

- Partner organisations not only had a deep impact on the cohort but also felt impacted by the Fellowship. Many organisations *made special mention of the Fellowship acting as a bridge*, both with the community of Fellows but also amongst Partners themselves. Despite being a part of the larger anti-human trafficking ecosystem, they often operated with little to no interaction between themselves. This was especially true when taking into account situational and/or geographic barriers. *Through the Fellowship, networking improved* and they were able to get better acquainted with each other's work.
- Partners were also crucial in outreach efforts, nominating individuals to participate in the Fellowship. Thus, through empanelling partners and encouraging relationships, *the Fellowship helped enable a stronger ecosystem of stakeholders addressing the problem of human trafficking*.

*"Every year, we had great ideas. However, one of the weaknesses was that lots of these remained ideas. There was an inherent assumption that every one of us would take back the motivation that we felt and translate it into action. We realised that ideas were getting lost." – Mamta Borgoyary, FXB India Suraksha on the need for robust partner relationships*

*"Even though the Fellowship is over, we are still meeting within the Financial Coalition to try and put the finishing touches on our project that came up as a result of our work during the Fellowship. Once it is over, we are planning on pitching it to a potential partner." – Name withheld on request*

## TESTIMONIALS

*"As a result of our work in the Data and Technology stream, I was able to identify that my organisation would potentially like to work with one of our stream partners. Because of this, we have been able to translate a lot of what we discussed into action within our partnership" – Name withheld on request*

# IMPACT: LOGISTICS

The Fellowship's commitment to the SDGs is carried out through the on-ground work of the Fellows. Fellows engaged in conversations and brainstorming sessions within their respective streams, and identified means through which they could work towards the Fellowship's commitment to reducing gender-based violence and human trafficking. Some key strategies emerged as essential to ensuring the Fellowship's real-time impact.

- Organisers ensured that \*Fellows had the personal and/or professional spheres of influence\* to institute on-ground change. This meant that Fellows were in leadership positions in their organisations, part of structures with deep on-ground impact, and/or had wide on-ground networks to implement interventions. This was an *integral strategy to ensuring that ideas and conversations grew to implementation* as well.
- Another key strategy was that *all stakeholders needed to participate in the program as Fellows*. This meant that co-founders, management team members, partner organisation representatives, survivor leaders as well as other Fellows *all experienced the various modules and participated in the conversations*.

These strategies and this intentionality was appreciated on two counts:

- *Enabling diversity of the cohort* and exposure to multiple perspectives.
- *Ensuring hands-on feedback mechanisms* as those formulating the program were also participants.

Together, these strategies were seen to being crucial to *expanding awareness, enabling breadth of collaboration and ensuring creation of well-informed solutions*.



## TESTIMONIALS

*"This year, we only took applicants who were already committed or had a very strong sense of commitment to each of these specific [streams]. We also decided that we needed to have someone who would see that the ideas are translated. Thus, stream leaders were selected. Every leader brought in organisational experience to help ensure that ideas could be translated into action."*

– Mamta Borgoyary, FXB India Suraksha



# IMPACT: VALUES

Apart from the logistical details that drove the impact of the Fellowship, respondents recognised the role of specific values that formed the bedrock of the Fellowship. These defining values were seen as integral to creating the Fellowship community and driving the impact it sought to achieve. These values were:



## TESTIMONIALS

### ***Importance of dialogue***

The ability to understand other people and engage with them is what enables consistent commitment to finding solutions

*"The Fellowship has given everyone in the cohort a broader view on trafficking and how to relate to others' perspectives" – Shraddha Desai*

### ***Commitment to diversity***

An all-encompassing effort to combat trafficking starts with inclusion of different industries and sectors

*"In my stream, the range of professions was from a lawyer to a model to marketing [sic]" – Ingrid Raj, DHL*

### ***Continuous learning***

Effective efforts against trafficking require acceptance that the body of knowledge on the subject is constantly expanding

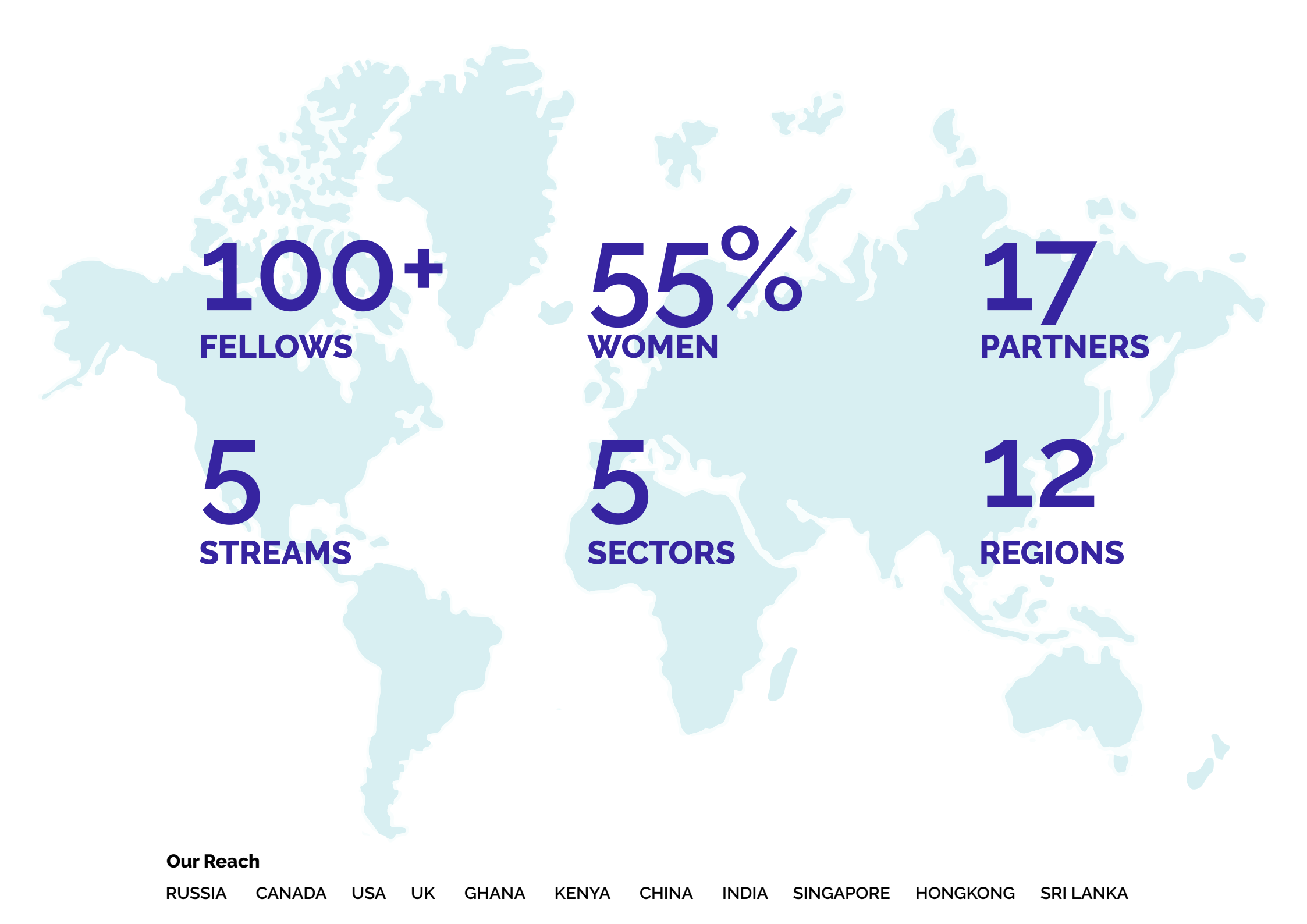
*"I came with a lot of knowledge, but I realised there were other dimensions like adoption involved in human trafficking" – Vijo Vincent, International Justice Mission*

### ***Centrality of respect***

Respect for people's circumstances leads to an understanding of multiple perspectives

*"We had victims, survivor leaders, and other Fellows. What is admirable is that the Fellowship creates an environment where everyone is accorded a huge amount of mutual respect" – Anusha Bharadwaj, VOICE 4 Girls*





**100+**  
FELLOWS

**55%**  
WOMEN

**17**  
PARTNERS

**5**  
STREAMS

**5**  
SECTORS

**12**  
REGIONS

**Our Reach**

RUSSIA CANADA USA UK GHANA KENYA CHINA INDIA SINGAPORE HONGKONG SRI LANKA

# AREAS OF IMPROVEMENT

The first virtual iteration of the Kalinga Fellowship had many highlights, especially with regard to structure and implementation. Fellows noted that facilitators did an exemplary job of ensuring that all voices were heard and the online medium was as inclusive as possible. There were, however, certain areas of improvement that Fellows identified:

## Diversity of voices & the need for simultaneous interpretation

As the first online Fellowship, one of the biggest advantages of this year's event was its *ability to overcome boundaries, cultures, and languages*. This contributed to greater diversity in thought and action amongst the cohort. An integral part of enabling this diversity was the *availability of translations* for non-English-speaking Fellows. While respondents recognised the need for this allowance, some *suggested the adoption of simultaneous interpretation*. This would avoid pauses in discussion and *enable better use of the time available* for discussion.

A greater investment of time and resources into making translation more robust would help serve two outcomes –

*increase the amount of time spent engaging and increase participation from non-English-speakers.*

## Loss of ideas & Creating a knowledge bank

A sentiment that reverberated amongst Fellows was that good ideas were getting lost during and beyond the Fellowship because of the *inability to implement* them.

Fellows were interested in taking up projects from prior years, provided they had the option and the projects fit the agenda of the current cohort. One fundamental suggestion was to *create a repository of ideas/projects for future cohorts to adopt*, thereby *increasing the chance of implementation* and sustained engagement.

## TESTIMONIALS

*"I think language was a big issue, and simultaneous translations, whether it be English to Hindi or vice-versa, could definitely have sped up the process providing more time for engagement with the issues at hand" – Name withheld*

*"I feel that because some of us did not speak the same language, and because of the delays arising from translations, sometimes there was a tendency to leave someone behind and there would be a conscious effort to try and include them in our conversations. The facilitators did what they could but perhaps the delay is the main culprit here" – Name withheld*

*"There were a lot of interesting ideas that came out of the other streams, and I would have liked to know what ended up happening to them. Did they translate to action or were they lost because the timing wasn't quite there, since the timing never quite seems to be there because of COVID [sic]" – Name withheld*

*"I believe that if the Fellowship took the ideas that we worked on forward, or at least gave the incoming Fellows the option of doing so, we would see more robust work coming out as a result of it. We have worked on our ideas from a certain perspective, another set of Fellows working on it from another perspective could greatly serve to complement the purposes which they envisioned" – Mansi Shah and Rehanaben Riyawala, SEWA*

# THE WAY AHEAD

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## *Virtual conversations & the possibility of hybrid Fellowships*

A recurring theme in respondents' interviews pertained to their **(in)ability to participate in a traditional, in-person Fellowship**. Most often, Fellows said geographic distance and the logistics of taking the time for the Fellowship would have prevented their participation. Thus, the **online model adopted for the 2020 Fellowship enabled increased diversity of the cohort**. Further, every Fellow was able to engage with more depth.

*"When we originally talked about what we do in other parts of the world, there was a certain skepticism as to whether it would really work here in India. Gradually, we began to see more people take to our discussions and actively debate our points of contention, which was really good since it showed us that they had gone back and really thought about the problems they face in their work scenarios and then we could discuss those in further detail" – Name withheld*

While many acknowledged the advantages of an online Fellowship, there were certain benefits that were lost in the virtual form. Firstly, **relationship building between the cohort was seen as being harder**, given the lack of face-to-face interaction and informal conversation. Secondly, Fellows noted a sense of **discontinuity in the discussions** due to the time gap between sessions.

Most Fellows opined that, given a choice, they would **prefer a hybrid model** for the Fellowship. This would entail some participants dialling in virtually while others participated in-person. This would **help maintain the diversity** achieved by the 2020 virtual Fellowship **while also allowing for personal relationship building and in-depth conversations**. Alternatively, a hybrid model could also mean that a part of the Fellowship is online with some days of in-person interaction.

*"The time between sessions helped us reflect on the issues at hand and how it applied to us. At the same time, sometimes the gaps had [a] negative impact and because we also had to keep our lives going, sometimes the Fellowship ended up taking a backseat." – Name withheld*

## *Scheduling & Session lengths*

Another aspect of the structure that Fellows suggested would benefit from reexamination is the frequency and length of sessions. **Shorter, more frequent sessions were seen as being a useful strategy** to prevent the discontinuity that was experienced between discussions.



# THE WAY AHEAD

## *Building long-term partnerships & Creating alumni networks*

While Fellows and Partners recognised and appreciated the role of the Fellowship played in nurturing relationships between Fellows and Partners, they recognised the **lack of formal structures to extend these networks** beyond the Fellowship. Towards this end, an alumni network would bridge this gap.

Fellows observed that there would be obvious **advantages of sharing resources between actors** currently combatting human trafficking. They also thought that such a network would make the task of reaching out to others easier, **improving collaboration and the possibilities for future work**.

*"The presence of something like an alumni network, wherever that may be, would potentially help in maintaining relationships with people that I want to stay in touch with professionally, as well as also give me the opportunity of identifying other Fellows and Partners who maybe work in adjacent areas, not only from different streams from the same year, but across all the years of the Fellowship" – Shraddha Desai*

*"While the scope of our Partnership with the Fellowship remains tied to the cause of human trafficking, since that is our area of expertise, we would wholeheartedly be present on an alumni network since that would give us the opportunity to identify potential partners that we might want to approach for future work, which might not necessarily have to be fixed to human trafficking" – Reni Jacob, IJM*





# THE WAY AHEAD

## *Fellow buy-in & Commitment to implementation*

Each stream worked on a prototype through the Fellowship. However, Fellows consistently spoke about an **inequality that emerged in the amount of commitment** each Fellow brought to the stream. Very often, Fellows referred to a “core group” within each stream that drove a majority of the work.


A greater emphasis on project work and a **greater commitment to implementation would see greater buy in** among Fellows at the prototyping phase. It is, however, worth considering whether the Fellowship has the resources to execute this focus on implementation.

*“Perhaps, when all was said and done, our stream [Next Generation Policing] was the smallest in terms of core group. A lot of people just could not be reached or did not have the resources to commit to the project. I understand that since we were also having to make sure our daily lives kept running but it also meant that sometimes we were very short handed on the ability to pull off tasks to move to the next stage of the idea.” – Name withheld*

*“Perhaps the drop out rate was a bit alarming when people got to know the kind of commitment the Fellowship required. I mean, it's a good thing because I understand people have to prioritise things. However, even within those who stayed back, there formed a core group of us [sic] who continued to work on our idea and maybe it would have been nicer to have some inputs from those who were unable to attend those sessions, for whatever reasons of theirs.” – Name withheld*





A man with dark hair and a goatee, wearing a dark suit, white shirt, and a bright red tie, is smiling at the camera. He is standing in front of a large, faded portrait of Abraham Lincoln. To the right, a portion of another framed portrait is visible. The background is a light-colored wall.

I think the biggest takeaways from the Fellowship have been the ones that I have been able to apply in both personal and professional life. The ability to capture data without biases, collaborate extensively, and be a good listener have helped me tremendously in identifying opportunities at my own organisational level. These have also changed the way I approach things. I think my approach is a lot more holistic after the Fellowship.

**- Ahamed Rifkan,  
Next Generation Policing**

# STUDY DESIGN

The impact assessment study was designed as a two-step process.

- ▶ The **first step** involved a **survey** to understand respondents' knowledge, attitudes, and practice of the anti-human trafficking industry. The survey also identified any conceptual gaps that arose as a result of the engagement between Fellows' views and the Fellowship discussions.
- ▶ The **second step** of the study involved **in-depth interviews** with Fellows, Partners, and Survivor Leaders to acquire greater clarity on their experience with the Fellowship and the impact it had on them. It also allowed for more detailed insights into the beliefs that respondents held about the process of trafficking and the kind of practices they advocate for.







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