



EXTERNAL EVALUATION INTERNATIONAL JUSTICE MISSION DOMINICAN REPUBLIC PROGRAM, 2013–2022

DEMIUSAR

GENERAMOS SUEÑOS, CAMINAMOS
CON ELLOS Y LOS HACEMOS REALIDAD



IJM

**EXTERNAL EVALUATION
INTERNATIONAL JUSTICE MISSION DOMINICAN REPUBLIC PROGRAM,
2013–2022**

Addressed to:

INTERNATIONAL JUSTICE MISSION (IJM)
DOMINICAN REPUBLIC

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Acronyms and Abbreviations

Acronym or abbreviation	Full name
DAC	Development Assistance Committee
CITIM	Comisión Interinstitucional contra la Trata de Personas y el Tráfico Ilícito de Migrantes — Inter-Institutional Commission to Combat Trafficking in Persons and Smuggling of Migrants
CONANI	Consejo Nacional para la Niñez y la Adolescencia — National Council for Children ¹
ATD	Departamento de Trata y Tráfico de la Policía Nacional — Anti-Trafficking Department of the National Police
ECA	Estándar de Calificación de Acusaciones — Quality Standard for Indictments (IJM tool)
ECS	Estándar de Calificación de Sentencias — Quality Standard for Rulings (IJM tool)
EDI	Estándar de Calificación de Acusaciones — Investigative Quality Standard (IJM tool)
ASO	Assessment of Survivor Outcomes (IJM tool)
CSEC	Commercial sexual exploitation of children
AERODOM	Aeropuertos Dominicanos Siglo XXI – 21st Century Dominican Airports
IEESPON	Instituto Especializado de Estudios Superiores de la Policía Nacional — Specialized Institute of Higher Education of the National Police
IJM	International Justice Mission
MERL	Monitoring, Evaluation, Research, and Learning
OECD	Organisation for Economic Co-operation and Development
NGO	Non-governmental organization
CSO	Civil Society Organization
PETT	Procuraduría Especializada contra el Tráfico Ilícito de Migrantes y Trata de Personas del Ministerio Público — Specialized Prosecutor’s Office against the Smuggling of Migrants and Trafficking in Persons of the Office of the Attorney General
RELEVIC	Servicio Nacional de Representación Legal de los Derechos de las Víctimas del Ministerio Público — National Service for Legal Representation of Victims’ Rights of the Office of the Attorney General
UNEG	United Nations Evaluation Group
UNODC	United Nations Office on Drugs and Crime

¹ CONANI is the national child welfare agency in the Dominican Republic.



EXECUTIVE SUMMARY

Program Description and Objectives

International Justice Mission (IJM) arrived in the Dominican Republic in 2013 with the objective of protecting children living in poverty from commercial sexual exploitation (CSE). IJM's program had two phases: In the first phase (2014–2018), IJM focused on collaborative casework with public justice system (PJS) authorities, intervening as a plaintiff in representation of victims and facilitating aftercare services. The second phase (2019–2022) sought to strengthen the PJS by training PJS authorities, creating technological tools, advocating for legislative changes, and creating the country's first survivor network.

IJM's program in the Dominican Republic focused on four protection domains: reduced prevalence, greater reliance on the PJS for protection, improved PJS performance in reported cases, and increased confidence in the PJS among key stakeholders.

To achieve protection, the program pursued four outcomes: investigative authorities produce better quality investigations that lead to more arrests and rescues (Outcome 1); prosecutors present good-quality indictments and litigate cases well before judges who are sensitive to the issue and give appropriate rulings (Outcome 2); survivors receive sensitive treatment and services that facilitate their complete recovery, and they form part of the movement for change on commercial sexual exploitation of children (CSEC) and sex trafficking issues (Outcome 3); and the Dominican state prioritizes the eradication of CSEC and sex trafficking (Outcome 4).

Purpose, Scope, and Methodology of the Evaluation

The evaluation covered the activities implemented by IJM from its arrival in the Dominican Republic in 2013 until the end of 2022, when the data collection phase of the evaluation was completed. The consultancy was conducted between October 2022 and February 2023.

The objective was to identify the extent to which the program succeeded in strengthening the PJS in response to sex trafficking and CSEC. The evaluation also sought to facilitate learning, producing findings, conclusions, lessons learned, and recommendations that can be taken into consideration by other IJM offices, governments, and other development organizations within and outside the Dominican Republic to design and implement related interventions, policies, and procedures.

This evaluation follows the United Nations Evaluation Group (UNEG) guidelines. It meets quality and ethical standards and ensures a human rights and gender focus. The evaluation also uses the criteria defined by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD): local relevance (relevance), participation of key stakeholders (coherence), management (efficiency), effectiveness, impact, and sustainability of the IJM program.

The evaluation team used quantitative and qualitative methods, conducting an exhaustive review of program documents, semi-structured interviews, focus groups, an online survey, and field observations. The interviews, focus groups, and online survey had a total of 152 instances of

participation² (58 interviewees, 78 survey respondents, and 16 participants in the three focus groups) from Dominican government institutions, civil society organizations (CSOs), multilateral bodies, and private entities, as well as CSEC and sex trafficking survivors and IJM staff.

Main Findings

Local Relevance

The IJM program was relevant to the needs of the PJS, to CSEC and sex trafficking survivors, and to potential victims of such crimes who did not end up becoming victims due to the significant decline in prevalence.

Through a comprehensive approach involving key stakeholders, IJM did advocacy work with political authorities, engaged survivors in the movement against CSEC and sex trafficking, and pushed for change in collaboration with non-governmental organizations (NGOs), traditional media, and social media.

Its measurement studies (prevalence, performance-confidence), collaborative casework, capacity building for PJS officials, and decision to include professionals from government institutions in the IJM team were key steps that allowed it to work closely with PJS institutions and identify areas of need. Likewise, IJM focused on vulnerable populations, providing comprehensive support for legal cases to protect child victims of CSEC and sex trafficking and creating and supporting the Cicatrices de Oro (Scars of Gold) Survivor Network. These actions demonstrate the program's relevance for children living in poverty in the Dominican Republic, since CSEC and sex trafficking primarily affect those who are most vulnerable.

Participation of Key Stakeholders

Through collaborative casework and joint trainings, the program achieved strong proximity with the different institutions of the PJS, such as the Office of the Attorney General, the National Police, and National Council for Children (CONANI). It facilitated interaction and dialogue among them to better understand the role of each institution and its challenges. It also involved other key stakeholders in the fight against CSEC and sex trafficking, such as NGOs, the media, political authorities, AERODOM, and religious organizations.

IJM also worked to engage survivors in the movement against CSEC and sex trafficking. It empowered them by giving them opportunities to participate in events with political authorities, institutions, and the Scars of Gold Survivor Network.

Effectiveness

The program helped improve protection of children from CSEC and sex trafficking through collaborative casework and joint capacity-building activities for the staff at PJS institutions. These actions led authorities such as the Specialized Prosecutor's Office against the Smuggling of Migrants and Trafficking in Persons of the Office of the Attorney General (PETT) and the Anti-Trafficking Department of the National Police (ATD) to conduct higher-quality investigations, resulting in more arrests of perpetrators and rescues of survivors (Outcome 1).

² People could have participated in both the interviews and online survey (which is anonymous), so we use the term "instances of participation" rather than participants.

The trainings also fostered high-quality indictments and proper sentencing (Outcome 2) and more sensitive treatment of CSEC and sex trafficking victims to avoid potential re-traumatization (Outcome 3). The program also designed technical tools to guarantee minimum quality standards for ATD investigations (EDI), indictments by the Office of the Attorney General (ECA) and rulings by the Judiciary (ECS). However, the evaluation did not find evidence that ECA and ECS were used.

In addition, IJM's advocacy actions with the Civil Society Coalition Against Human Trafficking contributed to important advances in the Dominican state's prioritization of the eradication of CSEC and sex trafficking (Outcome 4), such as the passage of the law prohibiting child marriage and the design of a new anti-trafficking law. This proposed legislation would allocate a budget for prosecuting this crime and would provide the resources for the personalized care that survivors need to make a complete recovery. This funding is very important, since both the studies the evaluation team reviewed and the accounts it collected in interviews highlight the current lack of resources.

Impact

IJM helped the PJS be more active in the fight against CSEC and sex trafficking. It improved its performance through collaborative casework and training for PJS professionals (increasing the number of cases, persons charged, arrests, search and seizure operations, and offenders with restrictive measures). This increased PJS activity fostered coordination between institutions, especially between the National Police and Office of the Attorney General, which in turn raised their confidence in the system.

The increase in activity, together with advocacy actions with political authorities and the media, had a deterrent effect on communities and perpetrators, which led to a reduction in prevalence (of 78%, according to IJM studies). This increased response to CSEC and sex trafficking improved victims' experience with the PJS and increased their reliance on it for protection. The evidence collected during the evaluation demonstrates that IJM has been a key contributing factor in combating CSEC and sex trafficking.

Management

The IJM program was considered innovative in its approach and methodology. It integrated key PJS and civil society stakeholders, provided specialized legal and psychological assistance to victims, promoted the Scars of Gold Survivor Network, and advocated legal reform to address legal gaps. All these activities were implemented to achieve the program's expected outcomes and are considered applicable beyond the Dominican context. The program was well monitored, especially from the second phase onwards, when a Monitoring, Evaluation, Research, and Learning (MERL) specialist joined the team to systematically measure indicators on an ongoing basis. The evaluation team considered program leadership to be a key aspect favoring the program's success in achieving its results.

Sustainability

Through its activities, IJM sought to make its contributions sustainable. The training and technical assistance it provided through collaborative casework enhanced the knowledge and technical skills of the people who interacted with the program, although high staff turnover at government institutions threatened the sustainability of these improvements.

In response to the problem of staff turnover, IJM designed tools to guarantee minimum quality standards for investigations, indictments, and rulings. It also worked to institutionalize trainings on CSEC and sex trafficking, and the National Police, Office of the Attorney General, and Judiciary incorporated this content into their curricula. However, there is no evidence that CONANI added continuous training on CSEC and sex trafficking.

Furthermore, the evaluation team perceived an increase in political will, with support from the Office of the First Lady and some members of the National Congress, and a push for a new anti-trafficking law, which has not yet been passed (there is no consensus about whether it will be signed into law in the short term). Although the National Police and Office of the Attorney General have specialized departments, interviewees generally held the opinion that that PJS institutions need enough resources and greater inter-institutional coordination to effectively combat CSEC and sex trafficking. They are concerned that IJM's exit may diminish the institutional momentum to fight these crimes.

Conclusions

Based on the findings, this evaluation report includes 10 conclusions, which are summarized in this section.

Conclusion 1: IJM became the leading organization in the Dominican Republic in the fight against CSEC and sex trafficking. The program was evidence-based and informed by a baseline prevalence study and an initial assessment of capacities, resources, and political will—which helped define the scope of the problem—as well as a situation analysis that identified the weaknesses and needs of the PJS and of the most vulnerable populations affected by the crime.

Conclusion 2: Cooperation among the institutions of the PJS (Office of the Attorney General, National Police, Judiciary) improved due to IJM's integral approach to CSEC and sex trafficking, which sought to involve all institutions to increase their coordination. Despite this progress, high staff turnover within public institutions made cooperation difficult, and some institutions (such as the National Police and Office of the Attorney General) were more engaged than others (such as CONANI).

Conclusion 3: IJM took into account the needs of the survivors the program served. It promoted their leadership in the movement against CSEC and sex trafficking and integrated their needs into its planning by creating the Scars of Gold Survivor Network and maintaining direct and close contact with them.

Conclusion 4: IJM succeeded in strengthening the different PJS institutions through collaborative casework and different trainings, which contributed to higher quality investigations and indictments and more appropriate sentencing. Although the program also provided tools to set minimum quality standards for ATD investigations (EDI), indictments by the Office of the Attorney General (ECA), and court rulings (ECS), the evaluation team found no evidence that the ECA and ECS tools were in use.

Conclusion 5: IJM helped institutions provide more sensitive treatment to survivors to avoid potential re-traumatization, despite the fact that the Dominican state does not have sufficient resources or personnel to provide the personalized care that CSEC and sex trafficking victims need for a complete recovery, a service neither CONANI nor any other state institution offers.

Conclusion 6: IJM played a fundamental role in mobilizing stakeholders from civil society and other organizations, such as United Nations agencies, through joint advocacy actions to combat CSEC and sex trafficking. This helped generate greater political and social awareness about the issue. As a result, the Dominican Republic passed a law prohibiting child marriage. This advocacy also led to the creation of a proposal for a new anti-trafficking law, which is currently before the Senate and is essential for a realistic budget for combating CSEC and sex trafficking.

Conclusion 7: IJM contributed to stronger protection of children against CSEC and sex trafficking in the Dominican Republic. It did so by helping the PJS become more active in the fight against CSEC and sex trafficking and by improving its performance, which led to an increase in cases and convictions and made CSEC and sex trafficking more socially and politically visible. This lowered the prevalence of CSEC and sex trafficking, as documented in IJM studies.

Conclusion 8: IJM contributed to an overall increase in confidence in the PJS's response to CSEC and sex trafficking. However, several respondents expressed concern that this confidence remains fragile. They felt that although resources, operational capacity, and political will increased, they are still insufficient and challenges remain, especially for supporting and restoring victims.

Conclusion 9: The program was well managed throughout the various phases of implementation, but especially in the last stage of the program, when there were resources for proper monitoring and the program had effective leadership characterized by transparency, horizontality, good communication, and vision.

The program innovated in several ways during its implementation, including the specialized legal and psychological assistance service for victims, integrated work with PJS stakeholders, the promotion of the Scars of Gold network, and political advocacy strategies. These innovations are applicable to other contexts beyond the Dominican Republic. The professionalism, humanity, and spirituality of the IJM team proved to be an important element that helped it work better with partners and more easily achieve results.

Conclusion 10: IJM built elements of sustainability into its program through specialized technical assistance, management tools (EDI, ECA, ECS), technological resources, and capacity-building that improved PJS staff's knowledge and technical ability to address CSEC and sex trafficking. Likewise, capacity-building was institutionalized through various training institutions (at the Office of the Attorney General, National Police, and Judiciary). However, high staff turnover and low use of tools IJM designed to ensure the quality of investigations, indictments, and rulings may jeopardize this sustainability. Additionally, IJM's departure may affect coordination among PJS institutions, and the country needs to pass the anti-trafficking law to ensure adequate funding for an effective fight against CSEC and sex trafficking.

Recommendations

The recommendations from the external evaluation are divided into two sets. The first set is for external actors: the governmental and non-governmental institutions in the Dominican Republic with which IJM worked and which will continue to work to eradicate CSEC and sex trafficking. The second set is for the global IJM organization to consider when opening country offices or for improving the work of existing offices.

1. Recommendations for external actors (governmental institutions and NGOs in the Dominican Republic)

Recommendation 1—Anti-Trafficking Law

Continue advocacy to pass the new anti-trafficking law, which includes all forms of the crime and ensures that institutions have sufficient resources to carry out their work.

Recommendation for: Civil Society Coalition Against Human Trafficking and National Congress

Alongside civil society and political authorities, IJM advocated for a new anti-trafficking law, which has not yet been passed by the Dominican Congress. The evaluation team recommends that NGOs and members of the national Congress give priority to this law due to its importance for effectively fighting the crimes of CSEC and sex trafficking and protecting survivors. The team advises civil society to continue advocating for strengthening the fight against this criminal behavior and ensure adequate budget and resources to combat these crimes and avoid setbacks to the process.

Recommendation 2—Coordination Within the PJS

Continue to promote cooperation between PJS institutions to achieve better quality investigations, indictments, and rulings, ensuring the services necessary to protect survivors and guarantee their complete restoration.

Recommendation for: CITIM and the Office of the Attorney General

IJM played a substantial role in building a coordinated and comprehensive response by PJS institutions to CSEC and sex trafficking. Since IJM is exiting the country, a governmental institution such as Inter-Institutional Commission to Combat Trafficking in Persons and Smuggling of Migrants (CITIM) and a justice system institution with sufficient institutional strength and recognition (such as the Office of the Attorney General) must now facilitate that coordination and interaction between institutions and provide a proper response to the problem.

Recommendation 3—Survivor Network

Continue supporting the members of the Scars of Gold Survivor Network so they can carry on with their advocacy, prevention, and awareness-raising actions with communities and other stakeholders.

Recommendation for: The institution that assumes IJM's leadership on CSEC and sex trafficking and the Civil Society Coalition Against Human Trafficking.

IJM led the creation of the Scars of Gold Survivor Network, which is made up of survivors who achieved restoration via IJM's program and who have a high level of awareness about the issue.

The Network has carried out numerous awareness-raising and advocacy activities that reached the highest political spheres and helped shift the public perception of the problem. The evaluation found that many of the Network's members are willing to continue carrying out awareness-raising and advocacy work with the community. However, for the Network to continue operating, it needs support from an entity that provides it with visibility and technical and financial support.

Recommendation 4—Quality of PJS Service

Continue training PJS staff to strengthen the quality of their response to CSEC and sex trafficking and promote their use of technological tools designed by the program to guarantee minimum quality standards for ATD investigations (EDI), indictments by the Office of the Attorney General (ECA), court rulings (ECS), and Assessments of Survivor Outcomes (ASO).

Recommendation for: The training bodies of the Office of the Attorney General, National Police, Judiciary, and Service Providers.

IJM organized trainings and designed technological tools to strengthen the response of PJS personnel to CSEC and sex trafficking crimes. It is important for the different institutions of the PJS to incorporate actions to enhance their response to CSEC and sex trafficking into their own training mechanisms and to fund those initiatives. They also need to continue to provide ongoing learning opportunities to their professionals and, above all, train new staff entering the system. The PJS should also incentivize the application of the useful tools provided by IJM (specifically, the Electronic Investigation Module for the National Police and the Restoration Module for the Office of the Attorney General) to ensure the minimum quality standards they promote.

Recommendation 5—Future Research on CSEC and Sex Trafficking

Include online sexual exploitation in future research on CSEC and sex trafficking in the Dominican Republic.

Recommendation for: The Civil Society Coalition Against Human Trafficking and CITIM

It is important to include online sexual exploitation in future studies, especially considering the effects of the COVID-19 pandemic, which, on one hand, has globally increased the use of technology and online devices to recruit children for sexual exploitation and, on the other hand, has caused strong relational and economic disruptions that can potentially trigger an increase in CSEC and sex trafficking. This research should incorporate human rights, gender, and intersectionality perspectives.

2. Recommendations for IJM

Recommendation 1—Entry Strategy

Develop a pre-entry strategy for each country, as IJM DR did.

From the outset, IJM DR hired professional teams to conduct a comprehensive assessment of the skills, capacities, and interests of key institutional stakeholders in the PJS and civil society; identify the magnitude and nature of CSEC and sex trafficking in the DR; and establish a baseline for protection. It then created a theory of change based on all this initial assessment work. The program also developed a schedule of administrative procedures and due diligence that the office used and included in the plan for training its technical team. As the program's implementation

progressed, IJM added the public-political advocacy strategy and a system for tracking and monitoring the program's activities and indicators. In tandem with these steps, it hired a monitoring and evaluation specialist. The external evaluation team recommends that all these aspects be included in the country entry strategy for any new program.

Recommendation 2—Integrating Institutions

Continue to foster integration and advocacy in coalition with all relevant institutions in the program to fight CSEC and sex trafficking and adapt the strategy to the country's context.

The IJM program in the Dominican Republic worked in coalition with other key stakeholders in the fight against CSEC and sex trafficking. This experience demonstrated that coordinating with and integrating other stakeholders was key to the effectiveness of IJM's work to counter CSEC and sex trafficking. The evaluation team therefore recommends that IJM continue working in coalition with entities that share IJM's agenda.

Recommendation 3—Collaborative Casework

Continue doing collaborative casework at other offices.

IJM's casework and its close interactions with the institutions involved in the fight against CSEC and sex trafficking allowed it to strengthen its relationship with them and gain their respect. This casework functioned as a natural assessment tool for developing solutions and improving processes. It also facilitated direct technical assistance with these institutions on joint investigations and prosecutions with the police and the Office of the Attorney General.

Recommendation 4—Leadership

Transmit the leadership style of the IJM DR office, especially in the last stage, to other offices.

IJM's leadership in the Dominican Republic provided a clear vision and mission and fostered collaboration among the staff based on trust, compassion, and spiritual values that motivated them to do their job well. Both IJM DR staff and personnel from PJS institutions and NGOs highly valued this leadership.

Lessons Learned and Contributions for Other Contexts

The evaluation team analyzed the implementation of the IJM program to extract lessons from the experience. These lessons are meant for the IJM organization to implement and take into account in other contexts in which it operates.

1) Working directly with survivors (Survivor Network): IJM DR created the Scars of Gold Survivor Network, which proved to be a very useful strategy as it brought survivors closer to the program and helped the program adapt in order to respond to their needs properly. It would have been better to create the Network earlier in order to address survivors' needs in a more comprehensive way and show results sooner.

Additionally, IJM works with a clear and realistic definition of restoration, and this has allowed it to develop a tool that was very useful for assessing survivor outcomes in the DR (the ASO). IJM was also careful not to expose survivors to situations that might make them feel used for particular purposes that, while beneficial in terms of their impact on decision-makers, do not truly empower them in their lives.

2) Working autonomously: IJM worked in a very autonomous and independent manner in the Dominican Republic, which greatly facilitated the success of its implementation. Each IJM office should continue to have autonomy and independence in order to be able to adapt to and overcome the context-specific challenges of each country. Each system can be very different, and each problem requires a different type of response, which makes it necessary to have a good understanding of the weaknesses that hinder the progress of criminal cases in that country.

3) Comprehensive approach: Although the evaluation team considers IJM's advocacy work to have been very important for mobilizing and advancing its agenda, it would have been more effective for the program if it had started before 2020. Carrying out public-political advocacy actions from the first phase of implementation would have helped achieve the passage of more laws and the allocation of more government resources.

4) Co-creation of training modules, manuals, protocols, tools, and other instruments: The organization used a collaborative casework model that allowed it to conduct joint investigations and prosecutions with the police and the Office of the Attorney General and gain the respect of the institutions. The quality standards tools, especially EDI, were a good mechanism for obtaining solutions and improving processes. In some cases, such as the Electronic Investigation Module, a longer period of IJM support would have been needed for proper implementation.

5) Care for IJM workers: IJM's experience in the DR showed that the team, despite working on issues as difficult as CSEC and sex trafficking, had the support and care of the organization and its leaders. The external evaluation team found that IJM DR motivated and empowered its team to do its job through ongoing team collaboration, psychological support, retreats, and spiritual practices.

6) MERL specialist: The person recruited for MERL in 2019 was integrated into the IJM team rather than isolated, which gave him firsthand insight into the work of other technical

positions so he could better monitor the program and suggest changes in strategy and innovations. Hiring a MERL specialist from the start of the program would have made it easier to establish a monitoring and evaluation foundation, and continuously track the program's progress. This, in turn, would have allowed IJM DR to detect and resolve difficulties that arose during implementation.

- 7) Setting up the office:** The prevalence study IJM conducted at the beginning of the program facilitated its entry into the DR, despite the large amounts of initial administrative work that hindered project kickoff. For this reason, it is important to have a timetable of the administrative procedures for opening offices to avoid setting up the technical team before it can actually begin its work, thus mitigating the risk of delays.
- 8) Internal communication on programmatic changes:** The transition from the first phase of the program to the second caused some internal problems within IJM due to a lack of understanding about the changes in the program and resources it entailed. This type of organizational change requires an internal communication effort to help staff adapt well to the shift in structure and in their own roles.

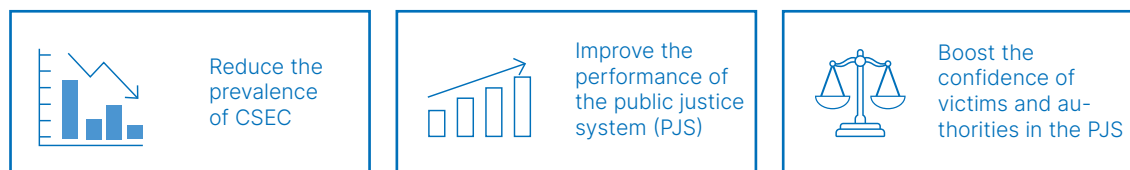


1. INTRODUCTION

1.1 Program description and objectives

International Justice Mission (IJM) is a global human rights organization that works to protect³ people in poverty from violence. It opened its Dominican Republic office in October 2013 after its preliminary research found a high prevalence of CSEC and major needs for support at institutions that combat this crime.⁴ The program's initial objective was to protect children in poverty from commercial sexual exploitation (CSE). Its core focuses were:

Figure 1. Core program focuses



Phase I of the program lasted from IJM's arrival until 2018 and focused on collaborative casework with the Office of the Attorney General, the National Police, and CONANI.

In 2013, the IJM team began by contacting key institutional and civil society stakeholders to analyze the need to focus on CSEC.⁵ From April to June 2014, IJM conducted an investigative study on the prevalence of CSEC in the Dominican Republic and found that 10% of those involved in commercial sex were minors who were being exploited.⁶ After IJM shared this information with the institutions in charge of fighting this crime, the Office of the Attorney General⁷ requested its legal and psychological support for a rescue operation (the Los Alpes case).⁸

In 2015, IJM signed its first inter-institutional agreement with CONANI to provide psychotherapeutic care to child victims of sexual exploitation. It also strengthened its relationship with ATD.⁹

³ IJM Narrative, Page 1: IJM identifies protection as "the array of benefits that accrue to people in poverty through a transformed justice system."

⁴ IJM (2015), Commercial Sexual Exploitation of Children in the Dominican Republic, pages 11 to 15. IJM conducted preliminary investigations that led to a study in early 2013 to assess the need for and viability of IJM's presence in the country. In meetings with key officials from the PJS (PJS), from the civil society, and from the private sector, the study team gained insight into CSEC and sex trafficking in the country and understood the desire of these entities to combat these crimes, despite their lack of resources, staff, equipment, and training. The IJM study team found a high prevalence of CSEC in the Dominican Republic and determined that victim rescue and arrest operations would have a major and rapid impact on CSE. IJM set up an office in October 2013 to help Dominican authorities rescue victims, bring criminals to justice, and provide care to survivors to ensure their recovery.

⁵ IJM Narrative. End of page 3.

⁶ The study found a higher percentage (23.9%) in public spaces like parks, beaches, and waterfront areas. In other words, nearly one out of every four commercial sex workers was under age 18. There was a lower proportion of minors (5.8%) in establishments like bars, clubs, and car washes. See the 2015 study Commercial Sexual Exploitation of Children in the Dominican Republic, page 9.

⁷ IJM signed an inter-institutional agreement with the Office of the Attorney General in 2015 to offer free legal counsel to victims of CSEC and sex trafficking and help investigate these crimes alongside the PETT. See the IJM Program Narrative, page 4.

⁸ IJM Program Narrative, page 4.

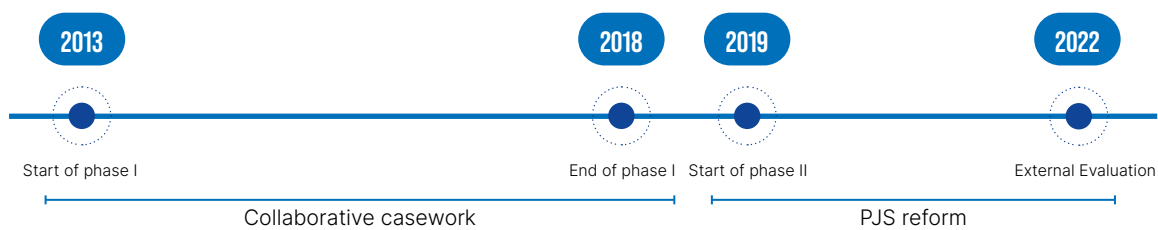
⁹ IJM Program Narrative, page 4. IJM also signed an inter-institutional agreement with the ATD in 2015.

In 2017, IJM published a qualitative study¹⁰ on the response of the Dominican PJS to CSEC between 2010 and 2015, highlighting its strengths and weaknesses. IJM structured its work as follows during the program’s first phase: the PETT or ATD would request IJM’s support to investigate a potential crime. IJM would participate in rescue operations with a psychologist to accompany victims and place them in a shelter. Then IJM’s legal team would intervene as a third-party plaintiff in representation of victims to support the process of prosecuting and trying perpetrators. At the same time, it would offer therapeutic assistance to survivors until they achieved a full recovery.

Through this collaborative casework, IJM identified challenges within the PJS and gained firsthand insight into its needs and opportunities, which then informed the program’s second phase.¹¹ IJM’s engagement also gave it legitimacy in the eyes of key criminal justice system stakeholders, giving it opportunities to prove its broad and useful expertise in this matter.

From 2019 to 2022, IJM executed Phase II of the program, which focused on strengthening the Dominican PJS. During this period, IJM’s work centered on training PJS personnel and civil society representatives, investing in technological systems, and partnering with civil society to advocate for legal reforms. In November 2022, IJM published an end line study that compared the prevalence of CSEC in the Dominican Republic with the level found in the baseline study published in 2015. This study found that the prevalence of CSEC had declined by 78% since 2014.¹² Also in 2022, IJM published a longitudinal study that tracks the performance of the PJS over the entire duration of the program.¹³

Figure 2. Timeline of program phases



The program’s funding was mixed and consisted primarily of private donations and grants. As shown in the table below, the program spent a total of \$7,913,503.

Year	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	TOTAL
Expenses (USD)	\$167,469	\$142,062	\$700,698	\$824,542	\$870,534	\$846,900	\$803,326	\$839,732	\$1,144,542	\$1,573,698	\$7,913,503

The program was set to end in March 2023. As one of its final steps, IJM hired the DEMIUSAR evaluation team, composed of experts from a variety of disciplines with extensive professional experience conducting impact evaluations. The team has a broad knowledge of the Dominican PJS and the technical capacity to collect and analyze data and prepare reports with findings and useful recommendations. The evaluation team consisted of six people and was jointly headed by the team coordinator and evaluation leader.

¹⁰ The study was conducted in 2015 and 2016. The team collected data by interviewing key stakeholders from October to December 2015. Five provinces were selected for the study: La Altagracia, La Vega, Puerto Plata, Santiago, and Santo Domingo.

¹¹ IJM Program Narrative, pages 4 and 6.

¹² Commercial Sexual Exploitation of Children in the Dominican Republic, Endline Study, 2022, page 25.

¹³ Study of the Dominican Public Justice System in Response to Sex Trafficking and Commercial Sexual Exploitation of Children, 2010–2022.

The team coordinator has over 32 years of experience as a jurist in Spain and as a coordinator of international cooperation and development projects and programs in Latin America that are designed to strengthen institutions on matters related to human rights.

As an expert on sex trafficking and CSE, she and the institutions she has worked for have prepared manuals and protocols for investigating human trafficking and commercial sexual exploitation and strategies for combating sex trafficking. She has also been a driving force behind the creation of the Anti-Sex Trafficking Research Group of the INTER IURIS International Jurists Association, and she has organized national and international conferences and courses on sex trafficking and CSEC in partnership with justice institutions and universities in different countries.

The evaluation leader has 16 years of experience evaluating plans and programs related to sexual violence, gender equality, health, education, or justice, as well as providing strategic and technical advice to international development organizations. She specializes in results-based approaches, in identifying best practices, and in designing recommendations from a human rights and gender equity perspective.

The other members of the evaluation team were a Dominican expert evaluator with extensive knowledge of the Dominican PJS; a statistics and data analysis expert who supported the team throughout the evaluation process; a technical assistance consultant who specializes in sex trafficking and CSE; and a technical assistance consultant who specializes in methodology.

1.2 Evaluation methodology

This independent and summative evaluation was conducted following nine years of work by IJM in the Dominican Republic. It aims to identify the extent to which the program was able to strengthen the Dominican PJS in response to sex trafficking and CSEC, and the extent to which the Dominican government's response helps reduce the prevalence of CSEC and sex trafficking.

The evaluation also has an educational aim because it offers findings and conclusions—as well as lessons learned and recommendations—that other IJM offices, governments, and development organizations within and outside of the Dominican Republic can take into account as they design and implement related interventions, policies, and procedures.¹⁴

The evaluation's overall methodology is non-experimental and uses contribution analysis. It follows the rules and standards of the UNEG. In evaluating the IJM program, the team also followed the evaluation criteria defined by the OECD's DAC: local relevance (pertinence), key stakeholders (coherence), management (efficiency), effectiveness, impact, and sustainability. For each criterion, the team developed specific evaluation questions and indicators to guide the process. The evaluation criteria, questions, indicators, and associated data sources were compiled into an evaluation matrix, a key-guiding instrument throughout the process.

¹⁴ Terms of Reference, page 4.

The following is the framework, which includes the evaluation criteria and questions that this report answers:

EVALUATION FRAMEWORK	
Criterion 1: Local relevance	<ul style="list-style-type: none"> a) Did the IJM DR program address a relevant problem? b) Did the IJM DR program focus on higher-risk populations? c) Did IJM DR design its program around the PJS's needs?
Criterion 2: Participation of key stakeholders	<ul style="list-style-type: none"> a) What program components (activities/interventions) were implemented jointly with key stakeholders? b) Did survivor leadership influence the program's decisions?
Criterion 3: Effectiveness	<ul style="list-style-type: none"> a) To what extent did the program achieve its goals for impact, outcomes, and sub-outcomes? If it did not achieve these goals, what progress did it make? What are the reasons why the program did or did not achieve the expected outcomes?
Criterion 4: Impact	<ul style="list-style-type: none"> a) Are children protected from CSEC and sex trafficking? <ul style="list-style-type: none"> a. Did the prevalence of CSEC decline? b. Did the PJS's response to CSEC and sex trafficking improve? c. Did authorities gain more confidence in the PJS's response to CSEC and sex trafficking? b) How did CSEC and sex trafficking victims' experience of the PJS change over the course of the program? c) What is the relationship between the observations related to prevalence (criterion 4, question a-a), performance (criterion 4, question a-b), confidence (criterion 4, question a-c), and victims' reliance on the PJS (criterion 4, question b)? d) To what extent can these changes be attributed to IJM's intervention?
Criterion 5: Management	<ul style="list-style-type: none"> a) Was the program planned, coordinated, and monitored? b) Did the IJM DR program effectively innovate throughout its life cycle? c) What contributions are useful and applicable beyond the local Dominican context?
Criterion 6: Sustainability	<ul style="list-style-type: none"> a) Are the contributions sustainable? b) To what extent did the government institutionalize the contributions? c) To what extent did the program generate political will for a sustained PJS response to CSEC and sex trafficking?

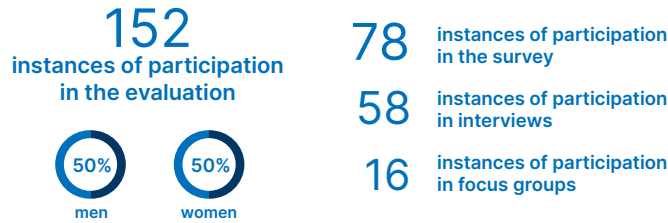
1.2.1. Methods used

The evaluation used a mixed methodological approach for data collection that involved a document review, an online survey, semi-structured interviews, focus groups, field observations, and an analysis of cases.

It covered a wide range of stakeholders through the interviews, focus groups, and online survey, maintaining a balance of genders in the sample of people it consulted. There were 152 separate instances of participation¹⁵ in the evaluation: 78 through the online survey, 58 through semi-structured interviews, and 16 through focus groups.

¹⁵ People could have participated in both the interviews and online survey, but it is impossible to know how many, since the survey is anonymous. The evaluation team therefore decided to use the term "instances of participation" instead of "people."

Figure 3. Instances of participation in the evaluation



The wide range of stakeholders who were interviewed and surveyed during the evaluation, as well as the criteria and specific questions asked, were designed according to the requirements of the UNEG guide to integrating human rights and gender equality into evaluations.

The evaluation team triangulated the data it collected in its document review, online survey, interviews, and field observations to confirm and validate the information from different sources. This process yielded findings for each evaluation criteria in response to the respective evaluation questions.

The evaluation’s conclusions were based on those findings, and the team prepared forward-looking recommendations to address the main issues included in the findings and conclusions and provide practical feedback for IJM programs in other countries. The recommendations are also designed to be useful to governments and other development organizations within and outside of the Dominican Republic that aim to design and implement related interventions, policies, and operating procedures.

a) Document review

Objective: to find quantitative and qualitative evidence for all evaluation questions.

Analysis and processing: The evaluation team examined relevant documents and data that IJM supplied or that the team itself obtained. The team reviewed over 100 internal IJM documents on CSEC and sex trafficking, including conceptual program documents like the logical framework, theory of change, internal IJM proposals and work plans, and grant proposals; program documents on results; the training monitoring matrix; communication manuals and plans; fact sheets; survivor stories; reports prepared for the U.S. Department of State’s Office to Monitor and Combat Trafficking in Persons (J/TIP) and IJM headquarters; protection studies conducted by IJM; ethics and confidentiality protocols; and videos made as part of the program, among others.

The evaluation team also collected 36 other relevant documents, such as the Investigation Protocol of the Office of the Attorney General of the Dominican Republic; reports from the United States State Department from the last five years; international guides with criteria for judicial action and victim and witness protection; regulations currently in force in the Dominican Republic; and other pertinent documents produced by national and international organizations.

b) Online survey

Objective: to collect quantitative data, although the survey also included open-ended questions to gather qualitative information from PJS personnel on local relevance, key stakeholders, effectiveness, impact, sustainability, and lessons learned from the trainings organized by the program. The online survey¹⁶ was for PJS personnel who had received training (prosecutors, police officers, CONANI staff, judicial officials, etc.).

Design and administration: The team created an online survey form and emailed a link to it to a list of people provided by the IJM team, which had the email addresses of 435 people who received training as part of the program. Of these, 55 emails bounced because the addresses were incorrect.

The survey was sent to around 19% of the total number of people who received training: according to IJM data, the program trained 2,332 people from 2019 to 2022.¹⁷ The program collected and systematized the names, job positions, and email addresses of the people to whom the evaluation team could email the survey. It manually extracted some email addresses from physical documents and others from digital files.

The online survey was created in Google Forms and consisted of 14 questions related to the evaluation criteria. The evaluation team also sent the survey form directly to WhatsApp groups of personnel from the National Police and Office of the Attorney General, provided by IJM staff.

The message inviting people to take the survey and the form's introduction explained the purpose of the survey, provided data confidentiality information, and provided the evaluation team's contact information to field any questions or comments related to their participation or to the evaluation in general. Of the 14 questions, eight were mandatory because the team considered them necessary in order to cover all the evaluation criteria and determined that everyone who received IJM training could answer them. The other six were optional.

Analysis and processing:

The team conducted the survey from November 14, 2022, to November 30, 2022. During this period, 78 people responded to the survey, of which 41% were women and 59% were men.

Therefore only 3.3% of everyone who received training responded to the survey. Nevertheless, the team was able to perform a qualitative analysis on the data and obtain additional information on people's perceptions of the program.

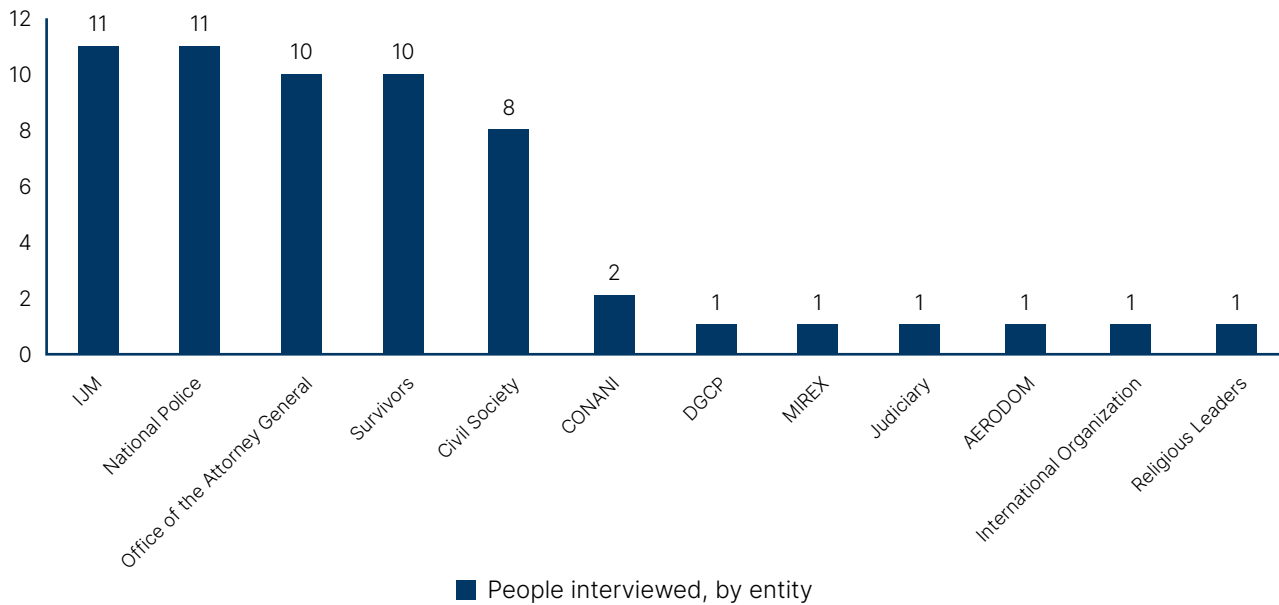
Figure 4. Gender of interviewees



¹⁶ Appendix III contains the survey questions.

¹⁷ See indicator 19 in the indicator matrix report: 2019 (683 people), 2020 (460 people), 2021 (698 people), and 2022 (491 people), without taking into account training on the church's role in fighting sex trafficking and CSEC, which reached 977 people from 2014 to 2022.

Figure 5. # of instances of participation in the survey, by entity



Over half of PJS personnel responses were from the National Police. Another 21.8% of responses were from staff at the Office of the Attorney General and 9.1% were from CONANI. Staff from non-profit organizations, academia, the Ministry of Labor, the Ministry of Education, and judicial officials all participated to a lesser extent.

The team extracted the survey data from Google Forms to Excel files to be processed and analyzed. It organized the data according to the evaluation criteria and the questions in the evaluation matrix.

c) Semi-structured interviews

Objective: to collect in-depth qualitative information on the perspectives of different key sources on all evaluation criteria. This data helped answer the evaluation questions on local relevance, key stakeholders, effectiveness, impact, management, and sustainability, as well as lessons learned. The team conducted semi-structured interviews with staff from IJM, the Office of the Attorney General, the National Police, the Judiciary, CONANI, AERODOM, CSO, and other institutions.

Design and implementation: The team designed questionnaires¹⁸ for interviews with both IJM staff and external stakeholders, including personnel from the PJS, CSO, and international organizations. With these questionnaires, it conducted 49 semi-structured interviews with 58 interviewees (most interviews were one-on-one, but some were in groups).

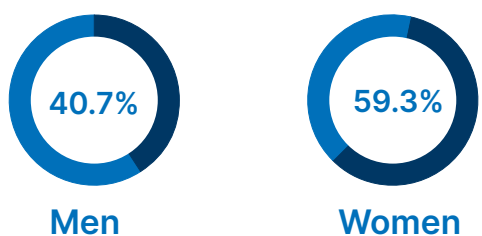
IJM identified most of the interviewees. It provided the evaluation team with a list with contact information for stakeholders relevant to the program because of their role in fighting CSEC and sex trafficking in the Dominican Republic. The team applied a snowball strategy to this list. Under this strategy, interviewees provided contact details of other people relevant to the evaluation because of their experience with this issue. The evaluation team therefore identified other relevant people as it went about collecting data.

¹⁸ Appendix III contains the interview questionnaires.

It held the interviews in person in the Dominican Republic and online with anyone who could not be interviewed in person. Each interview was contextualized, and the consultant team adapted the questions based on the interviewee’s level of knowledge about the program and interactions with IJM to extract the most useful information.

For interviews with over two people, the evaluation team moderated discussions by selecting the most relevant questions in the interview guide and seeking different opinions from participants. Before starting each interview, the team explained the objectives of the evaluation and its procedures. It also informed participants about how the data would be handled and gave them an informed consent form to sign. The evaluation team also asked to record the interview for its internal use. If the person did not want the conversation to be recorded, the evaluation team took detailed written notes. Most interviews lasted approximately 90 minutes.

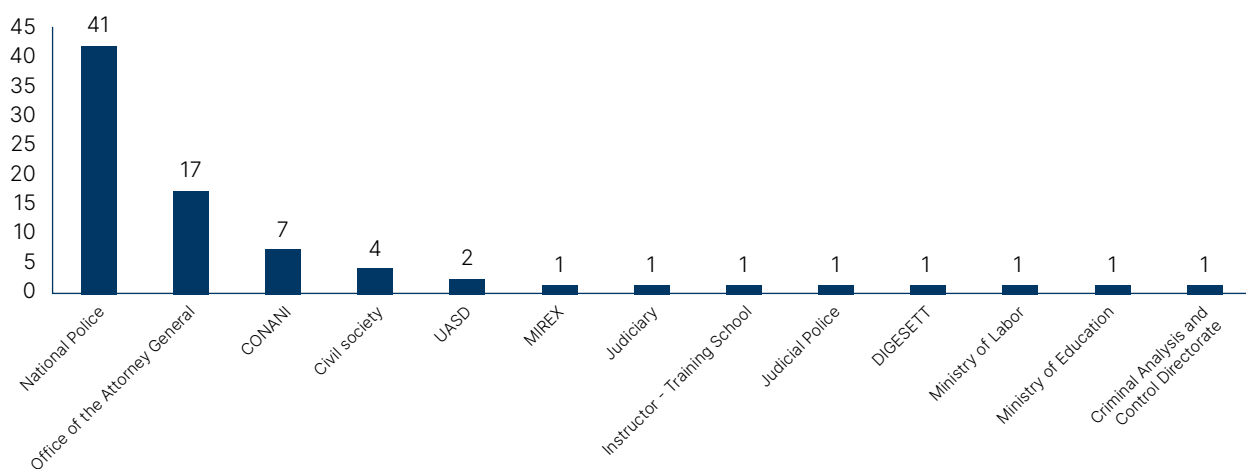
Figure 6. Gender of interviewees



By gender, 59.3% of interviewees were women and 40.7% were men.

The entities with the most interviewees were IJM, the National Police, the Office of the Attorney General, and the Survivor Network. The team also interviewed staff from CONANI, civil society, MIREX, AERODOM, international organizations, and religious organizations.

Figure 7. # of People interviewed, by entity



■ # instances of participation in the survey, by entity

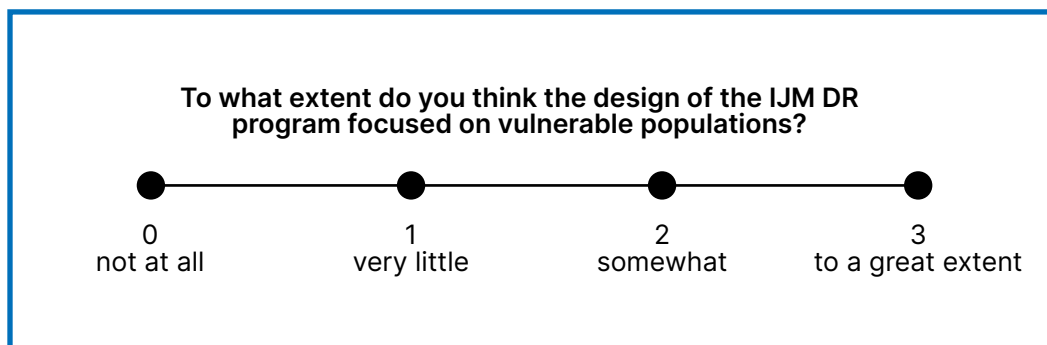
For interviews with members of the PJS, civil society, and other entities, the evaluation team sought out people who had interacted with the IJM program, whether because of their leadership in fighting CSEC and sex trafficking or because they had provided services directly to survivors or collaborated with the program at some point during its implementation.

For interviews with survivors, the team met with members of the Scars of Gold Survivor Network who were rescued and served by the program. Both adults and minors participated. Interviews with minors were supervised by their mothers. Since these people had been restored and served by the program, the interviewees did not represent all CSEC and sex trafficking victims, many of whom did not receive assistance from the program and did not achieve a complete recovery. However, the evaluation team considered it essential to include survivor perspectives about IJM's program and learn how they perceive the impact of IJM's work on victim services and recovery and the sustainability of the program's results.

Processing: The team designated people to take detailed notes while others conducted the interview. Most interviews were recorded to facilitate data collection and all notes were entered in a data processing template in Excel.

To learn the different interviewee groups' perceptions of the program, the team asked them to rate each interview question or statement from 0 to 3. Zero meant not at all and 3 meant to a great extent. For example:

Figure 8. Rating scale example



The rating scale¹⁹ allowed the team to evaluate the level of consensus about major aspects of the program as well as compare and add relevant information to the qualitative responses. The team performed the qualitative analysis manually, analyzing interviewees' responses to find common themes and issues, which it then compiled and systematically organized according to the evaluation criteria and questions.

For the qualitative analysis, the evaluation team designed a data processing template where it entered interviewees' responses and ratings. This allowed the team to centralize the data in a single document. To control for possible biases in responses when analyzing the data, the team separated the information from IJM staff from responses from external interviewees. It calculated the arithmetic mean²⁰ of the ratings from each group of interviewees to find the average rating for each evaluation criterion. It also found the standard deviation²¹ and coefficient of variation²², which shows the degree of dispersion in interviewees' opinions.

¹⁹ The team used a Likert rating scale, which is a common research method that asks people to give a score or rating in order to learn how strongly they agree or disagree with a statement. Its aim is to avoid limited "yes" or "no" responses.

²⁰ A mathematical concept calculated as the sum of all interviewee ratings divided by the total number of interviewees. It is a way to centralize the information.

²¹ This concept is related to the "dispersion" or variability of the data being analyzed.

²² Statisticians use the coefficient of variation to show the relationship between the value of the arithmetic mean and a variable's variability. Its formula expresses the standard deviation as a percentage of the arithmetic mean, providing a relative measure of the degree of variability, regardless of the variable's scale. $CV = (\text{standard deviation} / \text{arithmetic mean}) * 100$.

Upon analyzing the responses, the evaluation team did not find notable differences between the opinions of external interviewees and IJM interviewees. Appendix VII to this report contains information on the number of interviewees, the number of responses to each question, the arithmetic means of the ratings, the standard deviation, and the coefficient of variation.

d) Focus groups

Objective: The evaluation team organized focus groups with three types of stakeholders. The objective of these groups was to promote the participation of all participants, facilitate group discussions, and collect qualitative data on the different evaluation criteria.

Design and implementation: The team designed specific questionnaires²³ for each type of stakeholder focus group (IJM staff, survivors, and volunteers). In November, it held three focus groups with a total of 16 people. The evaluation team conducted the first two focus groups in person: the first with six members of IJM's Scars of Gold Survivor Network program and the second with six people on IJM's support and administrative team. The third group was comprised of four interns who participated in IJM's program throughout its life cycle. Since most members of the third group were foreigners, the team held this focus group online using Zoom.

Prior to each focus group session, the team adapted the evaluation questions to match participants' level of knowledge about the program. Before starting, they informed participants about the purpose of the evaluation and how data would be handled. During conversations, one member of the evaluation team guided discussion and another took detailed notes.

Processing: The team designated some people to take detailed notes while others led the focus group session. With the exception of the focus group session with survivors, the evaluation team recorded all meetings to facilitate data collection and entered all notes in a data processing template in Excel. For the focus group sessions with survivors, the team only asked the most relevant questions to learn their opinion of the program, how well their needs were met, and their perception of the sustainability of the progress made. Interviews with survivors were therefore the only ones not entered in the data processing template. Rather, their responses were analyzed independently based on the notes the team took during interviews and the focus group session with the Scars of Gold Survivor Network.

e) Field observations

The team carried out a total of six field observation activities. Three were in offices of the National Police, Office of the Attorney General, and Judiciary, and another three were at hearings on restrictive measures. These activities were scheduled by the staff of each institution and involved observing the working dynamic both in the office and at court hearings.

The objective was to observe how professionals who had had contact with the IJM program or who had received training from the organization work, and whether their work met minimum standards for investigations, indictments, and rulings.

²³ Appendix III contains the focus group questionnaires.

The team's observation work was structured by the assessment criteria in the guide that is one of the qualitative data collection tools (Appendix III).

f) Case studies

As part of the evaluation, the team analyzed five emblematic cases that the IJM team shared with it at the beginning of the consulting work: the Carmen Reyes, Bonao, Bar Barahona, Chichi, and Doll House cases. IJM supported the first three cases in the first phase of its program and the second two in the second phase.

Each case is important for different reasons. The Carmen Reyes case resulted in the most severe final conviction that IJM and the authorities achieved. The offenders convicted in the Bonao case also were given 15-year prison sentences. In both cases, IJM participated as plaintiff in legal representation of the victims and provided care services to survivors until they achieved a complete recovery.

The survivor in the Bonao case is a member of the national Scars of Gold chapter of IJM's Global Survivor Network, as is one of the survivors from the Bar Barahona case, who received care services until she was fully restored and now heads the network.

In the Chichi case, the accused were acquitted, and the courts forced the victim to testify in front of her aggressors, even though the recording of her testimony in the Gesell Chamber could have been played at the trial instead. In this case, IJM filed an appeal, asserting that this practice violated the victim's due process rights. The appeal was allowed by judges who had been trained by IJM.

In the Doll House case, the initial ruling sentenced the accused to six years in prison, but IJM challenged its lawfulness. The appellate ruling increased the sentence to 15 years of imprisonment. The judges that issued it had been trained by IJM.

As shown in Appendix VI, the evaluation team analyzed each of these cases according to the evaluation criteria and the fact sheets (also in Appendix VI). Additionally, these cases are referenced in footnotes throughout this report.

1.1.2 Data quality control

The team controlled the quality of data throughout the entire evaluation process. It strictly followed the procedures and standards for evaluations defined in the UNEG's Norms and Standards for Evaluation.

The team made sure the data was valid, reliable, consistent, accurate, complete, and timely. It also ensured the integrity of the data so that it could be considered credible and confidential.

- **Validity:** To ensure the data's validity, the team recorded the data collection process with interviews and focus groups, with the exception of processes with survivors and anyone else who did not wish to be recorded. For the online survey, the evaluation team made sure the questions were clear and direct to avoid multiple interpretations or ambiguities. Also, the team clearly defined the target audience before conducting surveys, and it designed specific questions appropriate to each audience. Survey questions were also organized by topic or block to avoid confusing respondents.
- **Reliability:** The evaluation had data collected through surveys and questionnaires designed for each type of stakeholder. The evaluation team used these tools in a standardized way. The team also compiled and processed all information collected in predefined data templates. To ensure the data's reliability, it also checked whether the stakeholders to be interviewed had been involved or impacted by the program and had information relevant to the evaluation.
- **Accuracy:** The evaluation team used standardized templates to compile and process data to ensure all data was compiled accurately and had enough detail to answer the evaluation questions. It also made sure to enter data in a standardized manner, taking into account the different stakeholder groups, to ensure high quality and comparable data.
- **Completeness:** The team took notes on all interviews and focus group sessions and entered them in standardized data processing templates. It considered all responses from interviews, focus group sessions, and surveys when triangulating information.
- **Timeliness:** A minimum of two interviewers participated in interviews and focus group sessions to guarantee the information compiled. Additionally, almost all interviews and focus group sessions were recorded and reviewed as the evaluation progressed. After reviewing the recording and notes taken by the interviewers, the team entered the information in standardized data processing templates for analysis and synthesis. It processed the qualitative data from surveys in standardized data processing templates before beginning to analyze the data.
- **Integrity:** The team made sure that the data collected was not prejudiced, partial, biased, or manipulated for political or personal reasons. The team ensured interviewers remained impartial by not expressing opinions or judgments during interviews that could bias interviewees' responses.
- **Confidentiality:** The team guaranteed confidentiality throughout the evaluation, assuring respondents that their personal information would be kept in accordance with national and/or international data protection regulations. This means it never inappropriately disclosed personal data and it implemented proper security measures when handling data in both paper and electronic documents. Prior to each interview, the team gave participants an informed consent form explaining how the data would be processed and requesting their authorization to use it.

1.3 Limitations of the evaluation

Limitations of the evaluation	Mitigation measures
<p>Almost no executive branch interviewees. As part of the interview process, the team had planned to contact key executive branch stakeholders for a firsthand analysis of their political commitment. But ultimately, it was only able to interview one representative from MIREX.</p>	<p>The team asked questions during all interviews and focus group sessions about participants' perception of the government's level of commitment to the fight against CSEC and sex trafficking, so it had an approximate idea of the response to the question.</p>
<p>Low participation in the online survey. The evaluation team only had access to 435 email addresses of people who had received training (50 of which bounced). This is a very small percentage of those who actually received training. Seventy-eight people took the survey.</p>	<p>Since the representativeness of the survey responses was poor, the team decided to interpret the data qualitatively.</p>
<p>Another source for this report was data taken from reports prepared by IJM, which had their own methodological limitations.</p>	<p>The evaluation team reviewed the limitations of the studies conducted by IJM and took them into account when analyzing documentation and interview responses.</p>
<p>The members of the Scars of Gold Survivor Network who were rescued and served by the program and who were interviewed in this evaluation do not represent the majority of CSEC and sex trafficking victims.</p>	<p>Although they are not a representative group, the team considered it critical to include survivors' perspective on the IJM program, the PJS's performance, and their expectations moving forward, so consulting them was an essential part of this evaluation.</p>



2. FINDINGS OF THE EVALUATION

2.1 Local relevance

This section analyzes how well the IJM program successfully addressed the relevant problem of CSEC and sex trafficking in the Dominican Republic; the extent to which the program was designed to serve the country’s most vulnerable populations; and how it took into account the PJS’s needs to strengthen the institutions tasked with investigating, prosecuting, and trying the crimes of CSEC and sex trafficking and protecting sex trafficking victims and children living in poverty who are sexually exploited.

The analysis is based on information from the document review, semi-structured interviews, and the online survey of different stakeholders to collect their opinion about the program’s local relevance.

Evaluation questions:	Findings:
a) Did the IJM DR program address a relevant problem?	1. IJM designed a program that is relevant for CSEC and sex trafficking survivors in the Dominican Republic, as well as for potential victims of those crimes, through collaborative casework followed by a campaign to reform and strengthen the PJS. The program’s comprehensive approach engaged and strengthened key institutions, involved survivors, and included advocacy with political authorities and through social and traditional media.
b) Did IJM DR design its program around the PJS’s needs?	2. The study on the prevalence of CSEC, the assessments of the performance of the Dominican PJS, collaborative casework, and the inclusion of professionals from PJS institutions on the IJM team were all factors that helped IJM gain access to those institutions and learn each one’s weaknesses and needs for strengthening in relation to CSEC and sex trafficking.
b) Did the IJM DR program focus on higher-risk populations?	3. IJM protected and served groups at higher social risk, as can be seen in the cases it took on, which involved child victims of CSE and sex trafficking. Additional evidence of its focus on the most vulnerable people is the Scars of Gold Survivor Network, which was created by CSE survivors and is supported by IJM.

Addressing a relevant problem

In its initial assessments and studies, IJM found that CSEC and sex trafficking were widespread in the Dominican Republic and affected the most vulnerable people, especially children living in poverty.²⁴ This makes a program like IJM’s, which fights these crimes, relevant to protecting children in the country.

²⁴ One example is Carmen Reyes, a 14-year-old girl with a mental disability and living in extreme poverty who was exploited by two Dominican neighbors. These neighbors were sentenced to 20 years in prison for human trafficking—with the aggravating factor of it being a child victim—as well as for sexual aggression, and sexual and psychological abuse of a child. Another example is the Bonao case, in which a 14-year-old girl was prostituted by her mother and stepfather, who were sentenced to 15 years in prison for sex trafficking—with the aggravating factor of it being a child victim—as well as for commercial exploitation of a child, child prostitution, and child pornography.

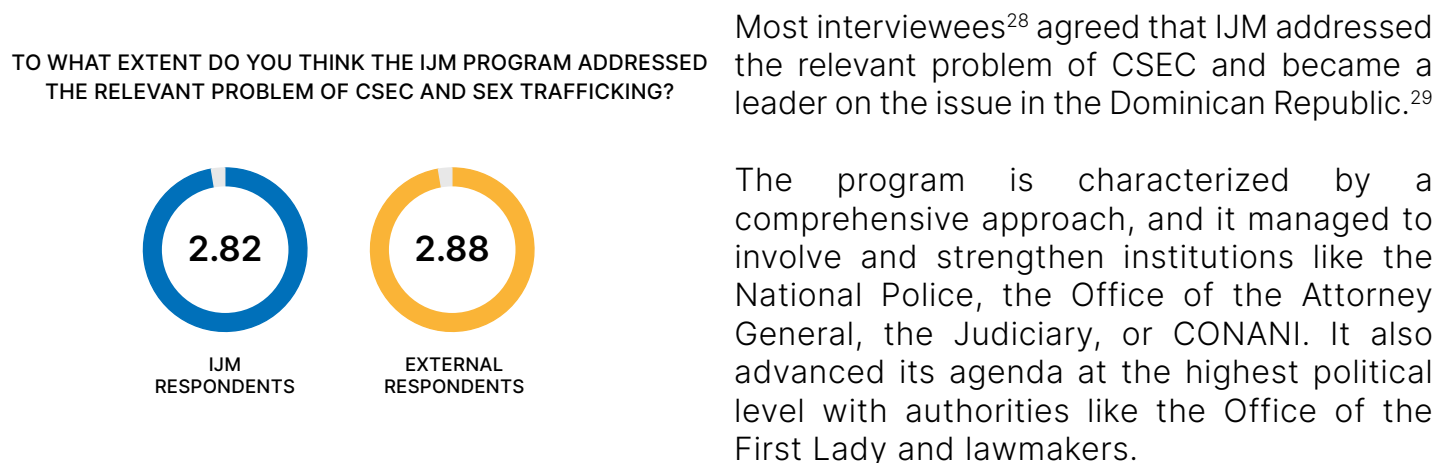
IJM set up its offices in 2013 to begin addressing the problem of child victims of sexual exploitation in the Dominican Republic, a problem it demonstrated in its thorough initial assessment. It conducted an exhaustive analysis to define the scope of the problem in its studies on prevalence and the performance of the PJS. It also contacted Dominican organizations working to combat commercial sexual exportation or providing services to victims and survivors, as well as key government agencies like the PETT of the Office of the Attorney General, the ATD of the National Police, CONANI, and numerous non-profit organizations.²⁵

These studies revealed that the National Police took little action to address the issue and gave it low priority. It also identified lack of a willingness among PJS and police officials to combat CSEC and sex trafficking. Additionally, the studies identified a shortage of resources, staff, equipment, and training for properly addressing the issue.

The general needs the studies identified included: a lack of knowledge about identifying, documenting, and applying the correct statute to the crime and sensitive treatment for victims, as well as devices (cell phones, laptops) and financial support for investigations and transportation.²⁶ It also found that although several CSOs and ministries were involved in fighting sexual exploitation and providing care to victims, none were working alongside the PJS in an integrated, multidisciplinary way.

The studies and assessments allowed IJM to devise its strategy for positioning the program in the country. The strategy started with collaborative casework in 2013, which helped the program gain the trust of PJS officials and enhance their performance. The first phase was used to define the scope of the second phase, which began in 2019 with systemic reforms to bring about sustainable change and strengthen the PJS.²⁷ IJM's work during both phases positioned it as a national leader on CSEC and sex trafficking.

Figure 9. Respondents' rating of the program's relevance.



²⁵ IJM (2015), Commercial Sexual Exploitation of Children in the Dominican Republic, page 14.

²⁶ IJM, Commercial Sexual Exploitation of Children in the Dominican Republic, 2015.

²⁷ IJM Program Narrative.

²⁸ This evaluation question had 34 external respondents and 11 IJM respondents, of which zero strongly disagreed and three strongly agreed. The average shown in the figure was calculated by adding up the scores from each group of respondents and dividing the sum by the total number of respondents. This is a way to centralize the information.

²⁹ Appendix VII contains more information about the scores.

“When I see or hear about a CSEC or sex trafficking case, I immediately think of IJM.”

“IJM is synonymous with fighting CSEC and sex trafficking.”
- External respondents -

The comprehensive approach also engaged survivors, with whom IJM worked closely from when they were rescued until they were fully restored. Additionally, the program had a strategy for advocacy via traditional and social media.

In 2019, IJM created new positions: partner activation, communications, and advocacy. IJM staff interviewees emphasized that political advocacy should have been

included in the program from the outset, and that ongoing dialogue and advocacy with high-level authorities from the beginning would have greatly helped the program achieve tangible results, like the passage of the new anti-trafficking law. Meanwhile, others asserted that the initial casework phase allowed IJM to gain the trust of PJS institutions, which helped it do more targeted advocacy during the second phase.

Responding to the PJS's needs

The program's local relevance was also evident in its work with PJS institutions. Most interviewees agreed that IJM was able to address these institutions' needs.

In 2017, four years into its program in the country, IJM published a study on The Public Justice System Response to Commercial Sexual Exploitation of Children in the Dominican Republic: 2010–2015. The study found that despite the creation of the PETT in 2013 and the Office of the Attorney General's central role in investigating and prosecuting CSEC, the system's resources and responsibilities were spread out over different institutions, and a proper response required cooperation from bodies like the National Police and CONANI.³⁰

The PJS's effectiveness when investigating and prosecuting cases often depended on the actor's level of specialization in trafficking, the resources available, and the level of coordination among institutions. Although PJS personnel were aware that survivors needed comprehensive services; the study found that these critical services were very limited or nonexistent because of a shortage of resources.

The main problem was access to shelters for CSEC survivors. Shelters had limited space and did not have specialization. CONANI would release survivors before they received the protection and services they needed, often due to their preference for reuniting families and because of their inability to handle the specific behaviors of CSEC survivors. Another challenge was the PJS's attitude toward survivors, since some officials viewed CSEC as “normal.” This undermined their performance in CSEC cases because it hindered their ability to identify and respond to survivors or led to insensitive treatment.³¹

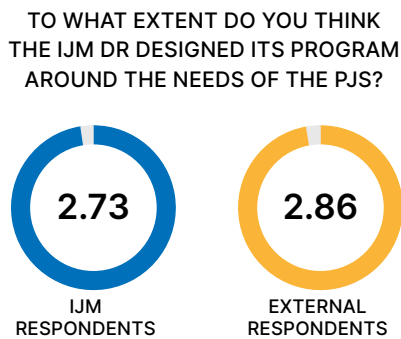
This study provided a set of recommendations for improving CSEC investigations and prosecutions that were incorporated into the IJM program. They included providing technical training to the PJS, enlarging teams and better-equipping specialized units, and increasing the professionalism of the National Police. The study also identified the need to create a shelter for CSEC survivors, to build trauma-informed care (TIC) and crisis intervention capacities at all shelters in the Dominican Republic, and to provide care to each survivor in rescues and offer them reintegration services.³²

³⁰IJM, The Public Justice System Response to Commercial Sexual Exploitation of Children in the Dominican Republic: 2010–2015, 2017.

³¹IJM, The Public Justice System Response to Commercial Sexual Exploitation of Children in the Dominican Republic: 2010–2015, 2017.

All these actions were implemented by IJM over the course of its program, in collaboration with different key stakeholders.

Figure 10. Respondents' rating of the program's response to the needs of the PJS.



This was confirmed in interviews with key stakeholders (staff from IJM, the PJS, CSO, and others), who agreed that the program identified the PJS's needs and took them into account.³³ Through collaborative casework, IJM worked very closely with these institutions and showed great openness and flexibility to meet their needs. All of these actions, together with the different studies on the PJS's performance, allowed IJM to help the different PJS institutions identify their own weaknesses and detect their needs for strengthening their work against CSEC from an inside perspective.

Some interviewees also emphasized the positive nature of IJM's team, which incorporated several people who had previously worked at institutions supported by IJM. This helped it both gain access in its work with these institutions and learn the needs of each one.

Focus on higher-risk populations

The prevalence study, which was conducted in 2014 and published in 2015, found poverty and economic need to be the main drivers of CSEC because it made victims more vulnerable to being deceived about the true possibilities of employment and income.³⁴ In line with these findings, the IJM program was designed to have an impact on people living in poverty and at greater social risk.

The program's Theory of Change (ToC) placed special emphasis on victims receiving more sensitive treatment and long-term care. It also focused on reducing impunity, which is a way of including more vulnerable people, given that what makes them vulnerable is the impunity with which perpetrators exploit them. However, the ToC did not specify poverty and economic need as factors that push victims into CSEC, nor did it describe economic empowerment or labor market insertion as part of the process of restoring victims.³⁵

Though not specified in the ToC, in practice the program did protect and address these populations at higher social risk. Evidence of this includes the cases involving child victims of CSE and sex trafficking that IJM worked on, as well as the ASO tool it designed and implemented throughout the program, which included victim restoration plans that in part focused on economic empowerment. Further evidence of the program's focus on vulnerable populations is the survivor network that IJM created and supported. This network is made up of children who were rescued and also were living in poverty in vulnerable conditions.

³² IJM, *The Public Justice System Response to Commercial Sexual Exploitation of Children in the Dominican Republic: 2010–2015*, 2017.

³³ This evaluation question had 28 external respondents and 11 IJM respondents, of which zero strongly disagreed and three strongly agreed. The average shown in the figure was calculated by adding up the scores from each group of respondents and dividing the sum by the total number of respondents.

³⁴ IJM, *Commercial Sexual Exploitation of Children in the Dominican Republic*, 2015.

³⁵ IJM's Organizational Theory of Change.

Likewise, interviewees generally agreed that the IJM program's actions met the needs of vulnerable populations³⁶ (children living in poverty, in rural and tourist areas, etc.).

"In our work with survivors, we found that their vulnerability was partly rooted in a lack of economic empowerment, and that to avoid losing the ground we had gained, we needed to find ways to empower them economically," IJM interviewee

Over the course of its implementation, the IJM program's focus on vulnerable populations evolved, and it devoted increasing attention to restoring victims. The program thus gradually dedicated more importance and resources to the work of helping victims achieve a complete psychological recovery, as well as to their economic empowerment and strengthening the Scars of Gold Survivor Network.

2.2 Participation of key stakeholders






For the participation of key stakeholders criterion, the evaluation team analyzed the extent to which the program involved key stakeholders in the fight against CSEC and sex trafficking and helped build better institutional coordination between them. It analyzed whether this inter-institutional cooperation improved over the course of the program, and if it did not, which entities were more involved and which were not committed enough to achieve that coordination. This section also analyzes how survivors' leadership influenced the IJM program and the extent to which the program took concrete action to meet survivor needs. It also examined the aspects that helped or hindered program progress towards outcomes related to partnerships and cooperation.

³⁵ This evaluation question had 31 external respondents and 11 IJM respondents, of which zero strongly disagreed and three strongly agreed. The average shown in the figure was calculated by adding up the scores from each group of respondents and dividing the sum by the total number of respondents.

Evaluation questions:	Findings:
a) What program components (activities/interventions) were implemented jointly with key stakeholders?	<ol style="list-style-type: none"> 1. IJM involved key players in the fight against CSEC and sex trafficking through inter-institutional agreements, casework, joint capacity building, assistance, political advocacy, communication campaigns, and awareness actions. 2. The program was able to bring together different PJS institutions, like the Office of the Attorney General and the National Police, and improve cooperation between them through joint training that facilitated interaction and dialogue. The National Police and Office of the Attorney General were the institutions most involved in the program and CONANI was the least involved. Several sources said the program should have done more to strengthen coordination with the Ministry of Women.
b) Did survivor leadership influence the program's decisions?	<ol style="list-style-type: none"> 3. Although the evaluation team did not find survivor involvement in designing the program, it was evident that IJM took their needs into account when planning its actions and adjusting them over the course of the program. The evaluation team found that in the second phase, once trust had been built, the members of the Scars of Gold Survivor Network began to participate in some of the program's operational decisions.

Law No. 137-03 on Human Trafficking³⁷ states that judicial cooperation that is in accordance with national and international law is required to effectively combat these crimes.³⁸ In line with this law, from the outset, IJM involved key stakeholders from the PJS and other organizations in its program to address CSEC and sex trafficking in the Dominican Republic. Thus, the two sub-outcomes of IJM's logical framework are to increase the quality of the investigations of the ATD (1-A) and PETT (1-B), specifying the need for good coordination with and support from other institutions to improve their work. Other sub-outcomes are for the PJS to coordinate survivor restoration services (3-B) and for the PJS to receive support in its anti-trafficking and anti-CSEC work from the church (4-A), civil society (4-D), and the media (4-C). To achieve these outcomes, in its initial program design IJM identified the key stakeholders for transforming the PJS in each area:

Figure 12. Key stakeholders, by strategic area.

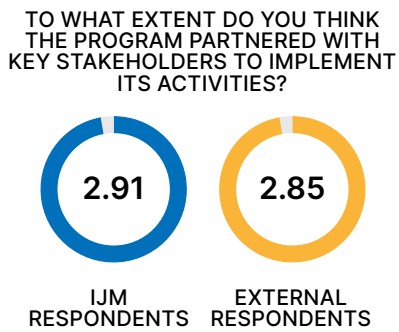
	Area I. Investigative performance	<ul style="list-style-type: none"> • ATD of the National Police • PETT of the Office of the Attorney General
	Area II. Prosecutorial performance	<ul style="list-style-type: none"> • PETT • Non-specialized prosecutors • Judges
	Area III a. Performance on care services for victims (TIC)	<ul style="list-style-type: none"> • CONANI • ATD • PETT and other prosecutors • Judiciary • Survivors
	Area III b. Performance on care services for victims (restoration)	<ul style="list-style-type: none"> • CONANI • Different NGOs and institutions
	Area IV. Political and public will	<ul style="list-style-type: none"> • Dominican government • The church • NGOs and the international community • Private sector

Source: Prepared by the evaluation team with data from IJM's Theory of Change in the Dominican Republic

³⁷ Law No. 137-03 went into effect on August 7, 2003. In mid-2019, work sessions were held to draft a proposal for a new anti-trafficking law. Members of the CITIM and UNODC participated in these sessions, and IJM was invited to participate as a guest. The administration change has slowed the process, and the proposed law has yet to be passed.

³⁸ Article 12 states that law enforcement agencies and other relevant authorities must cooperate to exchange information on fake travel documents, documents belonging to third parties, people without identification documents, types of medical documents, and methods used by traffickers or groups of traffickers, etc.

Figure 13. Respondents' rating of the participation of key stakeholders.



In line with its objective, IJM involved these institutions in different actions, including inter-institutional agreements, joint trainings, assistance, casework, advocacy, and awareness activities. Most interviewees,³⁹ both from IJM and external entities, strongly agree that the program activities were implemented jointly with key stakeholders.⁴⁰

During the program's first phase, IJM signed agreements with PJS institutions and began collaborating on the first cases. With its multidisciplinary team, IJM supported the PETS and ATD in criminal investigations. Meanwhile, the legal team intervened as a third-party plaintiff in support of victims during proceedings and helped plan investigations and rescue operations. Additionally, IJM provided continual psychological support to victims until they entered a shelter and coordinated with CONANI to provide therapeutic support to survivors until they were fully restored.

This mechanism gave IJM an insider perspective on the needs of the different key stakeholders, while allowing those stakeholders to learn best practices firsthand. During court proceedings, IJM also identified a lack of knowledge and awareness about CSEC and sex trafficking among judges, which led it to involve them in the next phase of the program.

In the second phase of its program, IJM focused on continuing to strengthen the PJS institutions it had already been working with, such as the Office of the Attorney General, the National Police, and CONANI. It also expanded its work to include the Judiciary. Its approach during this phase focused on sustainable improvements and strengthening the PJS through logistical support and training on CSEC and sex trafficking. Additionally, it worked with civil society on legal reform.

It organized joint training sessions with judges, prosecutors, and police officers. Interviewees had a very positive opinion of these sessions because they enhanced communication and coordination between the different PJS institutions. However, most interviewees indicated that the biggest gains in communication and synergies from the trainings were between the Office of the Attorney General and the National Police.

**"Each institution used to work in isolation, but thanks to IJM, they are now coordinating with each other."
IJM interviewee**

In this second phase, IJM worked very closely with different CSOs through the Civil Society Coalition Against Human Trafficking, which was founded by Participación Ciudadana and led by IJM in 2021 and 2022. This coalition had not been particularly active until IJM got involved.

Over the two years under IJM's leadership, the coalition grew stronger and very actively pushed the state to prioritize measures against human trafficking. It also supported the direct unconstitutionality action against child marriage and advocated for the reform of Law 137-03. Additionally, members of civil society participated in IJM trainings on recognizing cases, TIC, and supporting survivors.

³⁹ This evaluation question had 33 external respondents and 11 IJM respondents, of which zero strongly disagreed and three strongly agreed. The average shown in the figure was calculated by adding up the scores from each group of respondents and dividing the sum by the total number of respondents.

⁴⁰ The Doll House case is a clear example of a joint and coordinated response to the crime by key institutions. The rescue operation was the result of two years of intelligence work done by the PETS, which coordinated with multiple government actors, including government agencies in Colombia. IJM participated as a plaintiff in one of the processes and provided direct assistance to the women who were rescued as well as to the Office of the Attorney General.

Currently, 19 anti-sex trafficking NGOs participate in the Coalition Against Human Trafficking. These include Participación Ciudadana, Plan Internacional, World Vision RD, and Heartland Alliance, which is now the new leader of the coalition. Civil society interviewees agree that IJM helped the NGOs collaborate more closely, sharing their experiences and working respectfully with each other.

In 2020, IJM formed an alliance with AERODOM, a private-sector company in charge of administrating the Dominican Republic’s airports. As part of this partnership, IJM held training sessions with airport personnel, and the company signed a letter of commitment and established an action protocol. IJM also did advocacy work with the lawmakers and with the Office of the First Lady, which it courted for support on amending Law 137-03. To design and propose a new law, IJM also participated in work sessions with the CITIM and the United Nations Office on Drugs and Crime (UNODC).

It also trained and worked closely with journalists and media. IJM staff participated in TV shows and podcasts, and the organization forged an alliance with the newspaper Acento to publish weekly articles on CSEC and sex trafficking.

Meanwhile, during both phases of the project, IJM also worked with religious organizations to inform them about preventing CSEC and sex trafficking in their communities. Religious leaders also supported IJM by offering their facilities for IJM activities.

The figure below summarizes key stakeholder involvement in the program:

Figure 14. Summary of key stakeholder involvement in the program.

KEY STAKEHOLDERS	Phase I						Phase II			
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
National Police		Support for the ATD in criminal investigations and rescue operations. Less National Police involvement at the beginning.					Trainings and Investigative Quality Standard (EDI). More involvement.			
Office of the Attorney General		Support for the PTT on criminal investigations and free legal counsel for victims. High involvement from the beginning.					Trainings and Quality Standard for Indictments (ECA). High involvement until the end of the program.			
CONANI		Assistance, support, and psychotherapeutic care for CSEC victims. More CONANI involvement at the beginning.					Trainings on complete recoveries for victims. Less involvement in Phase II.			
Judiciary							Trainings and Quality Standard for Rulings (ECS).			
Civil society							Leadership of the Civil Society Coalition against Trafficking. Ban on child marriage, amendment of Law 137-03.			
Media							Training. Participation in podcasts and TV. Alliance with the newspaper Acento to publish weekly pieces.			
AERODOM							Trainings, letter of commitment, and action protocol			
CITIM and UNODC							Work sessions to draft a proposal for a new anti-human trafficking law			

The Ministry of Women is notably absent from the list of IJM’s partnerships in the country. The study on the Dominican PJS’s response to CSEC and sex trafficking recommends that⁴¹ the Ministry of Women, together with CONANI and the Office of the Attorney General, should take the lead on investing in comprehensive services for sex trafficking victims. It describes this institution as relevant to the complete recovery of CSEC and sex trafficking victims.

⁴¹ On pages 91 and 92, the study describes the Ministry of Women as one of the government institutions that should lead investments in comprehensive services, together with CONANI, and that they should have specialized teams to meet the needs of sex trafficking victims during rescues, which include security, emotional containment, crisis intervention, and dealing with the presence of controlled substances.

During the first years of the program, the Ministry of Women did not receive CSEC and sex trafficking victims in its shelters and had little involvement in the fight against sex trafficking, so IJM did not consider it a key institution. However, in recent years, and especially after the administration change in 2020, the Ministry of Women did assume its responsibilities on this issue, and it would have been good to partner with this ministry to strengthen the personnel in charge of addressing the needs of sex trafficking victims.

Likewise, the evaluation team did not find evidence that IJM had formed alliances with certain relevant institutions mentioned in interviews and documents, like the Ministry of Health and the Ministry of Education. However, these institutions are key agents for preventing and addressing CSEC and sex trafficking. Training and building awareness among healthcare and education professionals can be essential for detecting cases and caring for victims.

Influence of survivor leadership on program decisions

In its document review and interviews, the evaluation team found that survivors had little involvement in the decision-making process during the first phase of the program (2013–2018), as IJM’s main focus was collaborative casework. It found no evidence, whether in program documents or personal accounts, of survivor participation in program design. Despite this, IJM staff agrees that contact with survivors in collaborative casework helped them better identify survivor needs.

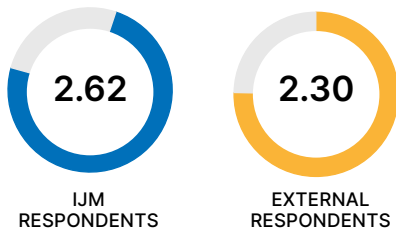
The second phase saw greater involvement from survivors, who participated more actively in the program’s decision making. The ToC calls for this involvement and highlights the lack of shelters and long-term services for survivors.

It also emphasizes that a full restoration of survivors would require housing infrastructure, resources, and willingness, which are somewhat unlikely preconditions given the existing resources. This is why IJM focuses on unifying and improving the coordination of those resources, under the assumption that survivors will receive better treatment if these agents have knowledge of and techniques for TIC and if CONANI gets involved in all interactions with survivors. To this end, one of the results IJM established in its logical framework focused on sensitive treatment and services to help survivors achieve a complete recovery and participate in the fight against CSEC and sex trafficking.

It therefore created materials on TIC and used them to train PJS authorities (result 3-A). It also joined forces with other institutions to coordinate a future long-term services network to help survivors achieve full restoration (result 3-B).

Figure 15. Summary of key stakeholder involvement in the program.

TO WHAT EXTENT DO YOU THINK SURVIVOR LEADERSHIP INFLUENCED THE PROGRAM'S DECISIONS?



"IJM puts a face to the problem, and that gets political leaders to immediately react and fight against it," external respondent.

In this same phase, survivors began to be involved in some of IJM's operational decisions and to have a more prominent leadership role. Most interviewees agreed that the IJM team sought to identify their needs and took them into account for the next steps of its work.⁴²

In March 2021, IJM convened a group of survivors to create a national chapter of the Global Survivor Network⁴³ (3-C). The network's focus was on strengthening the bonds between survivors and empowering them to tell their stories, raising awareness of the problem, and helping prevent CSEC and sex trafficking in the Dominican Republic. Its members decided to call it Scars of Gold after the Japanese Kintsugi technique.⁴⁴

Through the network, survivors participated in different events with government institutions and civil society to draw attention to the problem and advocate action to address it. It also organized prevention activities for

minors and their families, in partnership with the tourism police in Santo Domingo, Boca Chica, and Sosúa. In general, interviewees (from both within and outside of IJM) highlight the impact of the event on July 31, 2021, where two survivors told their personal stories to the First Lady, the Minister of Foreign Affairs, and other authorities. They describe how giving survivors a face and a name creates an immediate reaction and raises authorities' awareness of the issue.

2.3 Effectiveness

This section evaluates the extent to which the IJM program managed to achieve its expected outcomes and sub-outcomes over its two phases. To determine this, the evaluation team analyzed the program's performance on the indicators established in the logical framework. It reviewed documents provided by IJM—such as quarterly reports and measurement studies conducted during the program—and examined the semi-structured interviews, online survey, field observations, and case studies.

⁴² This evaluation question had 13 external respondents and 10 IJM respondents, of which zero strongly disagreed and three strongly agreed. The average shown in the figure was calculated by adding up the scores from each group of respondents and dividing the sum by the total number of respondents.

⁴³ The Global Survivor Network is an international group of survivors promoted by IJM that leads a movement to protect people from violence. Find more information at: <https://globalsurvivornetwork.org>

⁴⁴ The Kintsugi technique uses lacquer and gold to restore broken porcelain. The resulting "scars" make the pieces more valuable and beautiful. The Survivor Network identifies with this technique, since their scars have given them even greater personal worth.

Evaluation questions:	Findings:
<p>a) To what extent did the program achieve its goals for impact, outcomes, and sub-outcomes?</p> <p>b) If it did not achieve these goals, what progress did it make? What are the reasons why the program did or did not achieve the expected outcomes?</p>	<ol style="list-style-type: none"> 1. Through collaborative casework and training, the IJM program helped investigative authorities such as the PETT and ATD conduct higher-quality investigations, leading to more arrests and survivor rescues (outcome 1). Similarly, its training helped officials draft high-quality indictments and hand down appropriate sentences, and it also helped institutions treat survivors in a more sensitive way (outcome 2). It also sought to establish minimum quality standards for ATD investigations (EDI), indictments by the Office of the Attorney General (ECA), and rulings by the judiciary (ECS). However, the team only found evidence that the EDI was used. 2. The trainings on TIC showed PJS personnel how to treat CSEC and sex trafficking victims more sensitively to avoid re-traumatization (outcome 3). 3. Additionally, IJM focused on full restoration for survivors and promoted the creation of the Scars of Gold Survivor Network (outcome 3). However, both IJM studies and members of the National Police, Office of the Attorney General, Judiciary, and CSO confirmed that the Dominican Republic has no personalized care resources or training focused on a complete recovery for CSEC and sex trafficking survivors, and neither CONANI nor any other state institution offers this care. 4. IJM helped persuade the Dominican government to give significantly more priority to eradicating CSEC and sex trafficking (outcome 4) through the direct action of unconstitutionality against child marriage in 2020 and the passage of Law No. 1-21 prohibiting child marriage, which IJM achieved with the joint support and advocacy of CSOs. Likewise, IJM was able to get the Office of the First Lady and some lawmakers to speak publicly about their commitment to eradicating CSEC and sex trafficking. However, to secure realistic funding to combat CSEC and sex trafficking, IJM partnered with PJS authorities and CSOs to push for a new anti-trafficking law, which is still before Congress.

The IJM program helped prompt investigative authorities, such as the ATD and PETT, to conduct higher-quality investigations, leading them to arrest more perpetrators and rescue more survivors. IJM supported the PETT by collaborating on cases and accompanying the prosecution as the victims' representative.

By building capacities, IJM also helped courts issue appropriately severe sentences in CSEC and sex trafficking cases. Also as a result of IJM's support, survivors began to receive more sensitive treatment from the institutions involved in responding to these crimes, as well as the psychological and, financial support and other services they needed to achieve a complete recovery. Some survivors also had the opportunity to join the movement against CSEC and sex trafficking through the Scars of Gold Survivor Network. The IJM program also advocated for the government to include these crimes in its agenda and prioritize eradicating them, and it rallied the necessary support for passing the law against child marriage. Additionally, it proposed and promoted new anti-trafficking and victims bills, which have not yet been passed into law.

OUTCOMES 1 AND 2



Outcome 1

Investigative authorities (primarily the specialized units of the Office of the Attorney General and National Police—the PETT and the ADT, respectively) produce higher-quality investigations that result in more arrests and rescues.



Outcome 2

Prosecutors file high-quality indictments and litigate well before judges who are educated about the problem and who issue appropriate rulings.

Following the Prevalence Study published in 2015, which established that minors made up 10% of commercial sex workers,⁴⁵ the Office of the Attorney General requested IJM's assistance for a rescue operation (the Los Alpes case). IJM collaborated by offering legal and psychological support. As a result, the PJS rescued 13 adolescents and convicted seven people of the CSE, with sentences ranging from three to 10 years in prison.⁴⁶

This case marked the start of IJM's collaborative casework in Phase I, which ran from 2013 to 2018. During this phase, IJM focused on supporting the Office of the Attorney General, National Police, and CONANI in CSEC and sex trafficking cases. IJM signed inter-institutional agreements, built trust with authorities, and encouraged better institutional performance through its attorneys at the Legal Department, police investigators at the Investigations and Law Enforcement Department, psychologists at the Aftercare Department, and staff at the Administration and Finance Department.⁴⁷

During Phase I, the PETT or ATD would request investigative support from IJM, which it would provide through its various departments.⁴⁸ Additionally, when IJM heard about possible cases of CSEC or sex trafficking through other organizations or a church, it passed the information on to the specialized units, which conducted investigations when necessary.⁴⁹ During this phase, IJM represented victims as plaintiffs in proceedings, even without their consent,⁵⁰ pursuant to Article 85 of the Dominican Criminal Procedure Code. This approach set a precedent in the country that paved the way for other NGOs to protect victims and their rights and guarantee that the law is correctly enforced.⁵¹

During its collaborative casework in Phase I, IJM found that institutional strengthening was a key driver of change among PJS staff (at the Judiciary, Office of the Attorney General, National Police, and CONANI) and those connected to the PJS (such as government officials, civil society personnel, and private business employees). It therefore trained 408 different professionals⁵² on “Detecting Sex Trafficking and CSEC” in 2017 and 2018. However, in Phase II starting in 2019, IJM heightened its focus on training, which included “Services for Restoring Victims of Violence,” “TIC During Rescues, Crisis Intervention, Self-Care,” and “Detecting Sex Trafficking and CSEC.”

⁴⁵ Prevalence Study (2015), page 9.

⁴⁶ See Current Legal Statistics, January 2020 (Cases—key info tab) and page 4 of IJM's Program Narrative document.

⁴⁷ IJM Program Narrative, page 3

⁴⁸ IJM Program Narrative, page 4

⁴⁹ Based on information obtained from IJM interviewees.

⁵⁰ Often, victims of CSEC and sex trafficking do not recognize themselves as such and do not want to be involved in a court case against their exploiter. This causes prosecutors to drop cases or keeps cases from resulting in convictions. IJM Program Narrative, page 5.

⁵¹ IJM Program Narrative, page 5

⁵² This number does not include the trainings on the church's role in combating CSEC and sex trafficking, which reached 483 people (primarily religious leaders) from 2014 to 2018, according to indicators 19 and 20 in the indicator matrix report.

IJM reported that it trained a total of 2,332 people from 2019 to 2022.⁵³ The information the evaluation team collected in the document review, interviews, and online survey shows that these trainings were essential for enhancing knowledge about the crimes of CSEC and sex trafficking. They allowed participants to better identify crimes, plan investigations to obtain evidence for stronger indictments, and issue rulings that are more appropriate to the crimes committed, with longer prison sentences.⁵⁴

Most interviewees indicated that the training and awareness-raising workshops for judges helped bring about better and more sensitive treatment for survivors during court proceedings. This view was also confirmed by the survivors interviewed. Although the survivor group is not entirely representative, as explained in the methodology,⁵⁵ their accounts are important because legal, psychosocial, and family support can make a major difference in how survivors of these crimes perceive a court proceeding.⁵⁶

IJM’s support also helped increase the use of management systems. For example, it developed an operational guide for officers investigating sex trafficking cases. This guide includes the Investigative Quality Standard (EDI) tool, which is based on PETT’s Guidelines for Investigating Trafficking in Persons and Smuggling of Migrants from October 2017, establishing the procedures for sex trafficking investigations.⁵⁷

This tool boosted the productivity and slightly increased the quality of ATD investigations. The National Police case files analyzed went from not meeting the EDI quality standards in 2014 and 2015 to meeting them in 25% of cases from 2016 to 2019, and in 40% of cases in 2020 and 2021,⁵⁸ a substantial improvement given the National Police’s human and technological resource limitations.⁵⁹ Regarding these resource limitations, IJM not only provided the support and resources the National Police requested for various police operations, but it also collaborated with the ATD on preparing the budget for the following year.⁶⁰

PERCENTAGE OF POLICE INVESTIGATIONS THAT PASSED THE QUALITY STANDARD, PER LOT	2014-2015	2016-2017	2018-2019	2020-2021
Quality percentage, per lot (# that passed the quality standard/case files evaluated)	0 % (0/5)	25 % (2/19)	25 % (2/19)	40 % (5/19)

⁵³ See indicator 19 in the indicator matrix report: 2019 (683 people), 2020 (460 people), 2021 (698 people), and 2022 (491 people). These numbers do not include the training on the church’s role in fighting sex trafficking and CSEC, which reached 977 people from 2014 to 2022.

⁵⁴ In the Carmen Reyes case, two perpetrators were sentenced to 20 years of imprisonment for sex trafficking. In the Bonao case, each perpetrator was sentenced to 15 years of imprisonment for sex trafficking. In the Doll House case, the sole perpetrator was originally sentenced to six years of imprisonment but had their sentence increased to 15 years of imprisonment after IJM appealed the ruling.

⁵⁵ The survivors the evaluation team interviewed had been accompanied or represented by IJM staff and had received high levels of support from the program. Not all survivors have this experience.

⁵⁶ As reflected in the data from the study on the PJS (2022, page 86) on survivors’ rate of remaining in their cases and reasons for doing so.

⁵⁷ Study on the PJS (2022), pages 23 and 24. See the four phases and five areas of focus of the EDI, and the score assigned to each area for case files.

⁵⁸ Overall quality is based on an evaluation of case files using the EDI standard. The number of case files that do not pass the standard can be used to estimate the overall quality of investigations during the period, using the Lot Quality Assurance Sampling method. For this study, each lot was made up of a two-year period: 2014–2015, 2016–2017, 2018–2019 and 2020–2021, and 19 case files were selected randomly for each lot.

⁵⁹ Study on the PJS (2022), Graph 13, page 60. For more information on the quality of the different phases and areas of investigations, see pages 61 and 62 of this study.

⁶⁰ Information obtained from interviews.

Along with the EDI tool, IJM developed an Electronic Module for Investigations for the ATD. The National Police can use this mobile application to document its actions and complete all investigation procedures. This module incorporates the Investigative Quality Standards (EDI) at each stage of the investigation.⁶¹

The program also helped the Office of the Attorney General and the Judiciary develop the Quality Standard for Indictments (ECA) and Quality Standard for Rulings (ECS). These tools measure minimum quality standards and performance scores.

The ECA assesses the statute or statutes applied by the prosecution, whether the indictment included aggravating factors, the evidence included, and the clarity of the indictment's factual account. Based on all of these elements, it scores the quality of the indictment. According to the Study of the Dominican Public Justice System in Response to Sex Trafficking and Commercial Sexual Exploitation of Children, 2010–2022, the number of indictments that passed the ECA quality standard increased considerably from 2010 to 2021 (from only 14% in 2010–2013 to 52.2% in 2014–2017 and 60% in 2018–2021).⁶²

IJM is currently helping the Office of the Attorney General develop an Electronic Module for Restoration to coordinate recovery services for victims and ensure good practices among the authorities.⁶³

The ECS tool analyzes the legal grounds and verdicts of rulings. It was prepared in conjunction with a judge with expertise in CSEC and sex trafficking cases. The study on the PJS (2022) found that 48.7% of the rulings evaluated passed the quality standard. From 2010 to 2013, 40% of rulings passed the quality standard, increasing to 67% in 2014–2017 and declining to 23% in 2018–2021.

Only three of the 13 rulings analyzed in the last period passed the quality standard. Of these 13 rulings, 46.2% failed the standard because they acquitted the defendant when it was reasonable to conclude that they were guilty or because they suspended the sentence after finding the defendant guilty. Meanwhile, 30.8% failed the standard because the sentence was not appropriate to the crime (based on the legal grounds and/or facts).⁶⁴

IJM's support also helped improve coordination among the different institutions at all stages of the process: investigations, arrests and rescues; legal representation; sheltering survivors with specialized care from psychology staff; and full restoration for survivors.

The evaluation team's interviews and document review found that the PETT, ATD, and CONANI had support from IJM in their CSEC and sex trafficking cases, and that the inter-institutional coordination they fostered was key to these cases' success. To improve this coordination, the 2022 PJS study recommended integrating the systems of the National Police, Office of the Attorney General, and victim care services such as CONANI at critical junctures like rescue operations and investigations. It also recommended implementing the National Police's Electronic Model for Investigations, which was developed with IJM's support, to improve the system for organizing case files, better monitoring of the quality of investigations, and enhancing coordination between the Office of the Attorney General and CONANI.⁶⁵

⁶¹ IJM Program Narrative, page 8.

⁶² See Graph 10 on page 55 of the PJS study (2022). For more information on indictment quality scores, see pages 55 to 57 of the study.

⁶³ IJM Program Narrative, page 8.

⁶⁴ Study on the PJS (2022), page 68.

⁶⁵ Study on the PJS (2022), page 90.

Over the course of the program, IJM helped increase the number of CSEC and sex trafficking cases that were investigated in the Dominican Republic: the Office of the Attorney General went from investigating eight cases in 2013 to investigating 61 in 2021, and the National Police went from zero cases in 2013 to 89 in 2021.⁶⁶

OUTCOME 3



Outcome 3

Survivors receive sensitive treatment and services to help them achieve a complete recovery, and they participate in the movement against CSEC and sex trafficking.

Sensitive treatment

As part of Phase II, the IJM program provided multiple trainings of TIC, a very important element of a complete recovery for survivors. To measure levels of TIC, IJM developed the TIC tool, which focused on key interactions between CSEC and sex trafficking survivors and PJS officials: rescues from the site of abuse, transfers to shelters, case management at shelters, and interviews with prosecutors or staff from the National Institute of Forensic Sciences (INACIF).^{67 68 69}

IJM provided training on TIC to personnel from CONANI (for both rescues and shelters), the National Police, the Office of the Attorney General, and the Judiciary, as well as to social workers and others.⁷⁰ The aim was to help improve their actions before, during, and after rescuing CSEC and sex trafficking survivors; enhance their crisis interventions and psychological first aid and self-care for professionals at shelters; and boost their TIC competencies and knowledge.

IJM used mock scenarios or role-playing in its trainings so that each participant could apply what they had learned. The interviews and online survey provided evidence that these trainings increased people's knowledge about TIC and the need to avoid any possible re-traumatization. Respondents stated that the trainings helped change their perspective on how victims should be treated and that, in general, survivors were now receiving more sensitive treatment.

⁶⁶ Study on the PJS (2022), page 40.

⁶⁷ The Barahona case illustrates the need to train judges on TIC. During this judicial proceeding, in which hearings were postponed more than 10 times, the judge changed the criminal statute that the Office of the Attorney General had applied (sex trafficking) to CSEC because he did not consider coercion or violence to have occurred, which is necessary in order to classify the crime as sex trafficking. This decision demonstrates a weak grasp of the issue, as did his ruling with the minimum sentence of three years that offered poor protection and redress to the victim. One of the challenges in the case was that the accused was an influential politician in the community. Despite this, the survivor's story is a success. She completed a process of restoration that included getting a job and becoming an agent of social change. She now leads the national chapter of the survivor network.

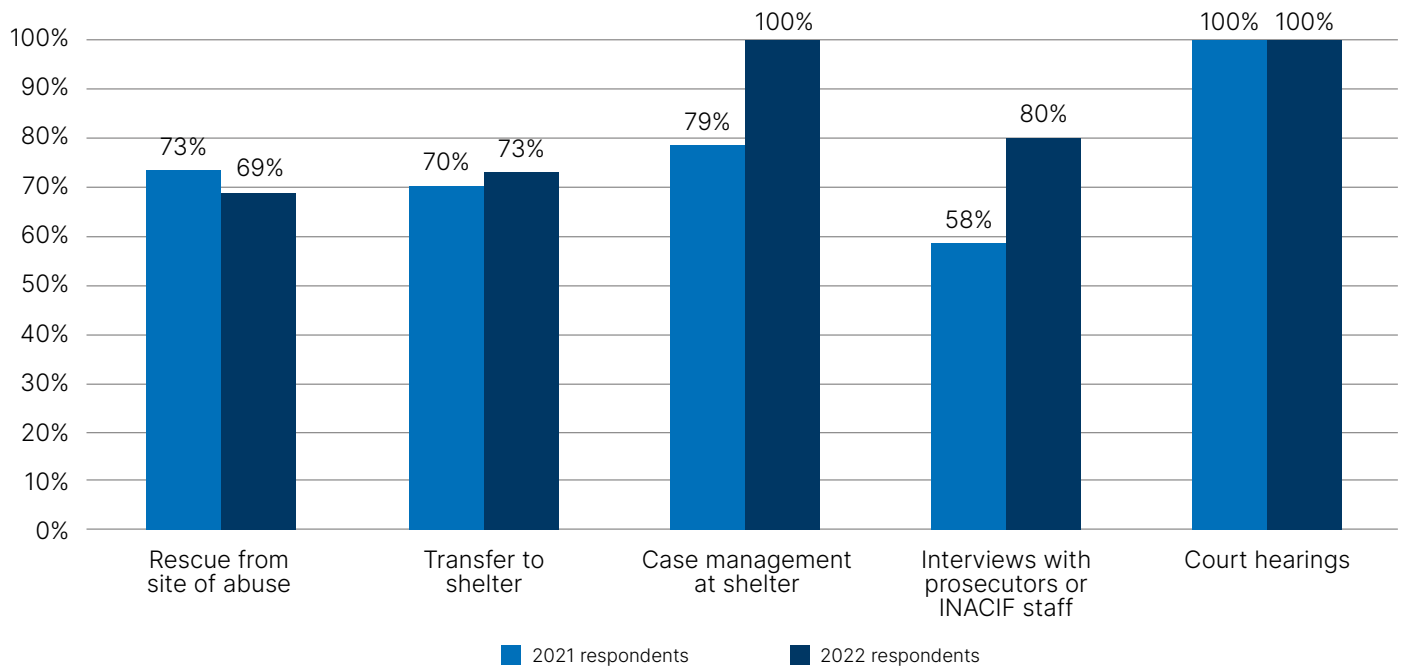
⁶⁸ Like the Barahona case described in the last footnote, the Chichi case also provides an example of why judges need training that helps them apply TIC throughout the entire proceeding, even if they have taken victim testimony in advance of the trial. In the Chichi case, the victim did not always receive sensitive treatment during the criminal proceeding. During the trial, the judge ordered the victim to testify in front of her aggressors instead of playing her recorded testimony from the Gesell Chamber, arguing that she was no longer a minor. However, following an appeal filed by IJM and heard by judges that had received training from IJM, the victim received more sensitive treatment in the criminal proceeding.

⁶⁹ More information on this tool can be found on page 27 of the PJS Study (2022), which states, "With approximately 10 questions per interaction, the TIC tool focuses on the actions and competencies that officials should follow to ensure that interactions are trauma-informed (...)." Each interaction can be broken down into different competencies, which were defined and validated by an interdisciplinary global IJM team. Within the tool, each question is weighted differently based on its importance for achieving TIC. After it is filled out, the tool generates a TIC score. The score is both a percentage and a determination of whether or not the interaction was trauma-informed. To be considered trauma-informed, the interaction must score higher than 80% and cannot fail any of the core competencies.

⁷⁰ Four hundred and thirty-three people were trained in three courses on: "TIC in Rescues, Crisis Intervention, Self-Care," "TIC, Crisis Intervention, Case Management, Self-Care" and "Assessment of Survivor Outcomes (ASO), TIC, Case Management," as described under indicator 19 of the indicator matrix report.

The figure below shows the results of these trainings and illustrates how a large percentage of key interactions with rescued victims in the last two years were trauma-informed.⁷¹ Likewise, the figure shows how respondents rated this aspect similarly in both years, with the exception of court hearings, which scored far better in 2022 than in 2021.

Figure 16. Percentage of TIC in key interactions with victims



Source: Prepared by the evaluation team based on data from the indicator matrix report and the PJS Study (2022).

The interviews with four survivors supported by IJM revealed that they received better care and treatment from officials, except during rescues. As shown in the table below, the survivors indicated that officials did not provide TIC during any rescues, but they did provide TIC in 67% of transfers to shelters, in 100% of case management interactions at shelters, in 50% of interviews with prosecutors or INACIF staff, and in 33% of court hearings.

This difference was due to the fact that rescues are very disorienting for victims, who in some cases do not see themselves as victims and therefore do not understand what is happening. Therefore, the system needs professionals who specialize in TIC in rescues and crisis situations. Officials need to use appropriate language that orients victims about what is happening and addresses their concerns if they have young sons or daughters that they need to take care of. If they are under the influence of drugs at the time of the rescue, officials should wait until they are no longer under the influence to explain everything.⁷²

⁷¹ Indicator 13 of the indicator matrix report, taken from the PJS Study (2022), page 75.

⁷² PJS Study 2022, pages 64 and 65.

The evaluation team found that the program improved survivors’ trust in the person transferring them to shelters, which is usually a psychologist. If the police are doing the transfer, they try to avoid being in uniform, which can trigger fear and distrust, and they attempt to have the person doing the transfer be the same sex as the victim.⁷³ Interviews at the investigation stage improved because in the program’s final years specialized units had more psychologists and social workers. These professionals are trained in crisis investigation techniques that assuage victims’ anxieties and fears.⁷⁴

Interaction	Survivor responses	2021 ⁷⁵
Rescue from site of abuse	3	0% ⁷⁶
Transfer to shelter	3	67% ⁷⁷
Case management at shelter	1	100%
Interviews with prosecutors or INACIF staff	4	50%
Court hearings	3	33%

Source: Prepared by the evaluation team with data from the PJS study (2022). Graph 1, page 75.

Services for complete recovery and movement for change

A complete recovery for survivors was a pillar of IJM’s program in the Dominican Republic. IJM offered various specialized services to these victims: special psychological support for each case, financial support for schooling and starting a business, and support for their children to keep them from returning to the place they were exploited out of economic need.

The survivors who participated in interviews and focus groups, all of whom are restored and members of the Scars of Gold Survivor Network,⁷⁸ emphasized the importance of the services they received as part of their process of achieving a complete recovery.

However, only the people served by the program received this specific care, and their experience does not reflect the experience of other CSEC and sex trafficking survivors who were not part of the program. According to the PJS Study (2022), the long-term services the PJS offers survivors fall far short of the need. The study finds that survivors are transferred to a shelter that often does not meet their specific needs, even though the Ministry of Women opened a shelter specifically for adult sex trafficking survivors in 2022 and requires its staff to be trained in the special care these victims need.⁷⁹

After their stay at the shelter, they receive neither help to overcome the trauma they experienced nor legal, psychosocial, economic empowerment, or other services that help them succeed once

⁷³ PJS Study 2022, page 66.

⁷⁴ PJS Study 2022, page 53.

⁷⁵ The interviews were conducted in 2021, although the interactions took place between 2014 and 2019.

⁷⁶ The interactions took place between 2015 and 2016, PJS study (2022) page 63.

⁷⁷ The interactions took place between 2014 and 2015, PJS study (2022) page 63.

⁷⁸ As noted previously, the survivors are therefore not representative of all CSEC and sex trafficking survivors. However, it is important to include their voices and perceptions and share what it takes to be restored.

⁷⁹ PJS Study (2022), page 77.

they are back with their families.⁸⁰ This lack of resource found by the study was also confirmed by interviewees from the National Police, Office of the Attorney General, Judiciary, CSO, and other institutions, who agreed that survivors in the Dominican Republic did not receive personalized, short- or long-term care for complete recovery from the trauma they suffered because neither CONANI nor any other government institution offers those services.

IJM made a major effort to get both institutions and CSO to offer services for complete recoveries and developed the ASO tool to evaluate the progress of survivors of violence towards restoration. IJM considers a survivor to be restored when they are a functional member of society with low vulnerability to re-traumatization.⁸¹

IJM also attempted to bring together different institutions and CSOs to coordinate long-term services for survivors and create an overarching policy for assisting them that could guide a future Service Provider Network.⁸² This policy aims to provide high-level guidance to network members about designing and implementing care protocols, parameters for protecting survivors, and shared commitments.⁸³

IJM's experience with survivors showed that complete recovery was possible with proper TIC and an interdisciplinary team that provides free psychosocial and legal services. The 2022 study on the PJS's response to CSEC and sex trafficking suggested that when survivors received this support and the support of their communities and families, they were able to remain in their judicial proceedings without withdrawing.⁸⁴

OUTCOME 4

Outcome 4

The Dominican government gives priority to eradicating CSEC and sex trafficking. This “prioritization” will be evidenced by the following mobilization goals:



- A ban on child marriage.
- The government creates a permanent source of resources for authorities responsible for protection against CSEC and sex trafficking and for prosecuting those crimes.
- A new anti-trafficking law is passed.

According to IJM, the government gives priority to eradicating CSEC and sex trafficking if it bans child marriage, allocates permanent resources to institutions responsible for prosecuting these crimes and protecting victims, and passes a new anti-trafficking law that modifies the existing law.

Law banning child marriage

In June 2020, IJM filed a direct action of unconstitutionality against child marriage and led the campaign and movement to push the new leaders to eliminate the practice. It obtained the support of 16 CSOs through an amicus curiae brief. The brief questioned the constitutionality of certain

⁸⁰ PJS Study (2022) page 79.

⁸¹ Assessment of Survivor Outcomes, Guidance Manual, pages 4 and 6. The ASO serves two key functions: It is a case management tool used to identify survivor strengths and vulnerabilities and create a tailored service plan. It is also an impact measurement tool used to provide data on the effectiveness of aftercare programming by assessing survivor progress.

⁸² IJM organized work sessions with CONANI, RELEVIC, SUPÉRATE, and the NGO CAMINANTE. IJM Program Narrative, page 10.

⁸³ National Network of Service Providers for Survivors of Sexual Violence in the Dominican Republic. Policy for Services for Survivors, pages 1–6.

⁸⁴ PJS Study (2022), pages 85 and 86.

articles of the Civil Code and other laws then in force that allowed and legitimized child marriage, in violation of the Constitution of the Republic and international treaties, such as the provisions of the Convention on the Rights of the Child on the best interests of the child and the right of children to express their views and be heard.

These articles and laws therefore violated the fundamental rights of minors and favored behaviors detrimental to children’s integral development, such as dropping out of school, adolescent pregnancy, violence, abandonment, living in the streets, juvenile delinquency, sexual exploitation, or human trafficking. Child marriage particularly affected girls and adolescents and was considered a form of gender violence and a way for perpetrators to sexually exploit them and deprive them of their rights. Rather than a relationship of equals, it is a relationship in which a man wields power over a much younger girl or adolescent.⁸⁵

“The strategy was to create a sense of urgency to prioritize the issue,” IJM respondent.

This campaign against child marriage, led by IJM and supported by well-known CSOs, such as Plan International and Save the Children, helped bring about the passage of Law No.1-21 on January 12, 2021, which amends and repeals various provisions of the Civil Code and Law No. 659 of 1944 on marital status documents. It also bans marriage between people under age 18.

Several interviewees say that since 2013, the government has given greater priority to fighting CSEC and sex trafficking, and that the abolition of child marriage stands as proof. However, it still needs to take tangible steps, such as passing the Anti-Trafficking Law and the Victims’ Law, to confirm this new priority.

Government resources for prosecuting CSEC and sex trafficking and protecting victims

The government has recently shown greater commitment to combating CSEC and sex trafficking and protecting the victims of these crimes. IJM has helped raise awareness about the issue among government officials and worked to get the Office of the First Lady and certain lawmakers to take over the effort to eradicate these crimes.

However, the increase in the government’s commitment will be confirmed when it provides the funding that the institutions that prosecute these crimes need in order to operate properly. Prosecuting these crimes is very costly, in terms of the initial logistics of rescuing and investigating them, as well as the commitment to protecting survivors and supporting their full restoration.

One challenge for the Dominican government is to provide a realistic budget based on past needs and future projections for both the National Police and CONANI so they can investigate CSEC and sex trafficking cases and tailor their response to each victim’s trauma, keeping them from being ensnared again by their exploiters. Several interviewees alluded to a famous quote from a prosecutor that sums up this issue: “You don’t fight crime with talk. You fight it with resources.”

⁸⁵ Direct Action of Unconstitutionality, in Relevant Background, page 6 and 7.

In order to receive more funding, several interviewees agreed that it is necessary to monitor the results of the initiatives to eradicate these crimes and demonstrate progress made and remaining challenges.

Certain places in the country, like border areas, have no institutional presence to fight these crimes. There are also tourist areas where foreigners and Dominicans go knowing that behaviors that are investigated and prosecuted in other countries have been normalized there. It is a very lucrative business, and tourists do not stop to think about the vulnerability of the people being exploited. For this reason, government action continues to be important to prevent a crime and clear the way for efforts by CSOs.

Anti-trafficking law

To provide the resources needed to fight these crimes, the Dominican Republic needs to amend Law 137-03 (the Anti-Trafficking Law). In 2019, IJM drafted a proposal for a new anti-trafficking law after being invited to participate as a guest in work sessions with the CITIM and UNODC. However, the change in administration in 2020 slowed its progress through the legislative process,⁸⁶ and in August 2022, it was announced that the bill would be introduced in the national Congress.⁸⁷ The president sent the bill directly to the Senate, which speeds up the process, but still no date has been set for when it will be signed into law.

IJM partnered with PJS institutions and civil society to advocate for the law, which secures more funding,⁸⁸ addresses new forms of human trafficking and cybercrime,⁸⁹ and has a more holistic and victim-centered vision. It also creates a national Unit for the Identification, Assistance, and Protection of Human Trafficking Victims, Survivors, and Witnesses within the CITIM⁹⁰ and establishes comprehensive protection and assistance measures.⁹¹ In addition, it includes measures for prevention, raising awareness, training, and academic research to be carried out by government institutions, academies, private companies, CSOs, and international and regional bodies, in accordance with the mission of each institution and always in coordination with the CITIM.⁹² This new legal framework is meant to address the weaknesses of the current anti-trafficking law that was passed in 2003.

Victims Law

IJM advocated for drafting and passing a victims law and a victims institute law. In November 2021, IJM filed a direct action of unconstitutionality for legislative neglect with the Constitutional Court on behalf of victims. The purpose of this action was for the country's highest court to order the Dominican legislature to pass a law establishing the rights of victims and measures for their protection, as well as a center for comprehensive assistance, as indicated in Article 177 of the Dominican Constitution, which orders free legal counsel for victims of any crime who lack financial resources. The Office of the Attorney General opposed this action, although it itself is supporting the victims law since the National Service for Legal Representation of Victims' Rights (RELEVIC) could become the victims institute.

⁸⁶ IJM Program Narrative, page 9.

⁸⁷ <https://presidencia.gob.do/noticias/presidente-abinader-anuncia-sometera-al-congreso-nacional-ley-integral-para-la-prevencion>

⁸⁸ Governed by articles 33, 34, and 35 of the current Comprehensive Bill on Trafficking in Persons, Exploitation, and Smuggling of Migrants.

⁸⁹ In articles 36 to 57 of the Bill.

⁹⁰ In article 61 of the Bill.

⁹¹ Articles 62 to 74 of the Bill regulate protection measures such as the right to change one's identity, the right to stay in government shelters or shelters run by charitable third parties, the right to obtain protection or restraining orders, external home surveillance, permanent follow-up, direct security details, etc.

⁹² Articles 78 to 83 of the Bill.

The Constitutional Court accepted the procedural aspects of the direct action of unconstitutionality but rejected the merits of the case in Decision TC/0349/22. It did recognize that the services for victims are limited, since there is not an office for each province or judicial district and since the group of attorneys that can represent victims in criminal proceedings in the country is relatively small.

The Constitutional Court therefore recognizes that it is important for the National Congress, the Executive branch, and the institutions involved in RELEVIC—especially the Office of the Attorney General—to improve and expand their service to victims, which requires securing more funds to hire more attorneys and set up offices throughout the country, which in turn requires political will within the government. The decision proposes a RELEVIC that is akin to the National Public Defender Service.⁹³

In parallel to this direct action of unconstitutionality, IJM proposed that representatives from the Office of the Attorney General, the Legislative branch, and IJM visit the Victims Institute of Guatemala to learn about that country’s comprehensive, victim-centered model.⁹⁴ During the visit, they were exposed to the institute’s Comprehensive Assistance and Care Model, which is based on international guidelines and standards for caring for vulnerable victims.⁹⁵ The visit left an impression on the participants, who pledged to champion the law in the Dominican Congress.

Religious community

The IJM program involved churches (both Protestant and Catholic) in efforts to combat CSEC and sex trafficking. Its actions included providing churches with resources and training on handling CSEC cases to inform pastors and leaders about how to detect them, as well as a directory for referring cases. It also pursued agreements with Catholic institutions that provide social services to include them in the service provider network, but the evaluation team did not find record of when those agreements were signed.

Media

As part of its advocacy strategy for prioritizing the fight against CSEC and sex trafficking, IJM trained journalists on best practices when covering this issue. It also trained newsrooms on how to interact with CSE survivors using TIC.

Starting in 2017, it also developed various communication strategies to mobilize and involve civil society, government agencies, and the media in the fight against CSEC and sex trafficking. IJM staff members went on national radio and television to be interviewed about the direct action of

⁹³ The decision had two dissenting opinions from justices Lino Vásquez Samuel and José Alejandro Ayuso. Justice Vásquez Samuel holds that despite the existence of a government policy for victims, the response is so scattered across different bodies that it is ineffective. He argues that these policies should be multi-sector and created by experts in different disciplines, as well as comprehensive and without redundant efforts and expenses. In his view, the Constitutional Court should order the national Congress to pass a law that establishes an institution to guarantee victims’ rights, as enshrined in the Constitution and international treaties. Justice Ayuso states in his opinion that while he agrees with the decision of the Constitutional Court sitting en banc, in his view it should order the branches of the government to strengthen the existing systems and mechanisms for the legal representation of victims, which currently do not protect the rights of the most vulnerable segments of the population. Because there is no national system that represents victims, the most vulnerable victims have to decide between demanding their rights, with all the financial, physical, and emotional strain that this entails, and ignoring the violation of their rights to avoid further complications. For this reason, he asserts that the Constitutional Court should have ordered the national Congress and the Executive branch to establish a free national system for victims that would guarantee their rights to equality, effective protection from the courts, and the due process of law in court proceedings.

⁹⁴ Measuring the mobilization of the Victims Law and General Report on the visit to the Victims Institute of Guatemala from May 10-13, 2022 before the Chamber of Deputies, by Deputy Isabel de la Cruz.

⁹⁵ Comprehensive Assistance and Care Model of the Victims Institute. IJM and the Victims Institute of Guatemala.

unconstitutionality against child marriage. IJM also had articles published in national print media, launched communication campaigns on social media, and arranged for the creation of a column in the newspaper Acento, where IJM staff regularly published content.

2.4 Impact

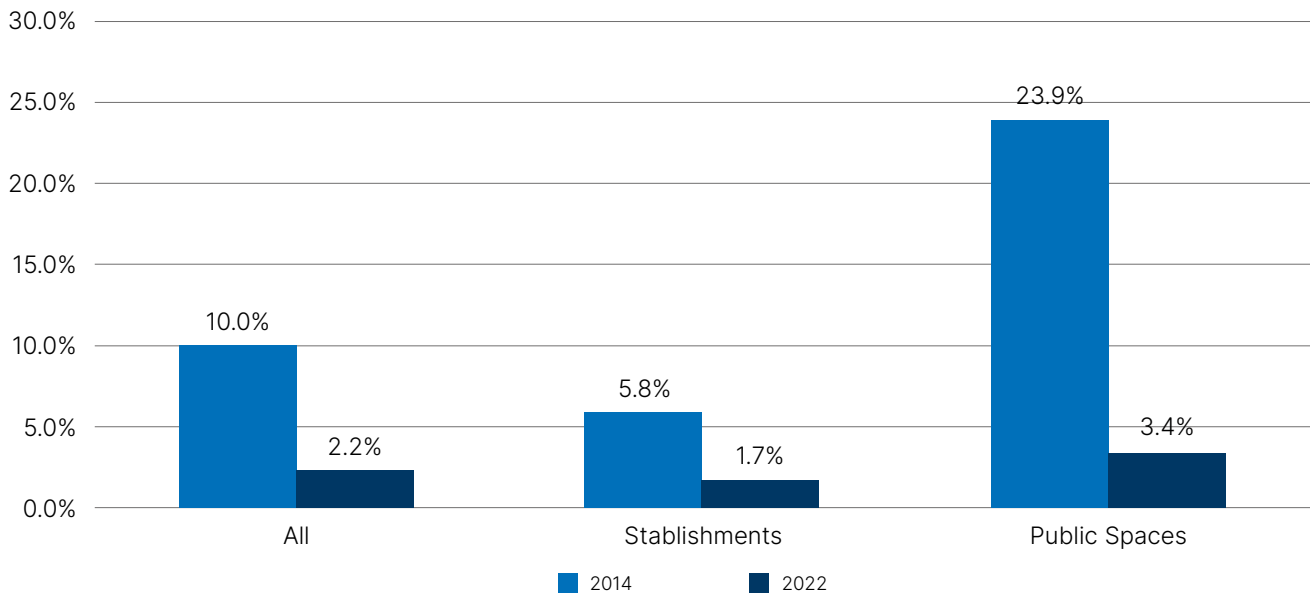
This section evaluates the extent to which people were protected from violence as a result of the transformation of the response of the Dominican PJS to CSEC and sex trafficking. The analysis uses the four domains established for IJM's actions in the Dominican Republic: prevalence of the crime, performance of the members of the PJS in response to CSEC and sex trafficking, key stakeholder confidence in the PJS's response to CSEC and sex trafficking, and people's reliance on the PJS for protection. The evaluation team also analyzed the extent to which victims' experiences changed over the course of the program, and the extent to which these changes were due to IJM's intervention.

Evaluation questions:	Findings:
<p>a) Are children protected from CSEC and sex trafficking?</p> <p>a. Did the prevalence of CSEC decline?</p> <p>b. Did the PJS's response to CSEC and sex trafficking improve?</p> <p>c. Did authorities gain more confidence in the PJS's response to CSEC and sex trafficking?</p>	<ol style="list-style-type: none"> 1. Based on the prevalence studies IJM conducted in 2014 (baseline) and 2022 (endline), the external evaluation team concluded that in 2014 the overall prevalence of children involved in commercial sex was 10% in the area studied, compared to 2.2% in 2022. Therefore, through collaborative casework, training, and advocacy, IJM helped reduce the prevalence of CSEC in the region studied by 78%. 2. The PJS became more active in fighting CSEC and sex trafficking and improved its performance (increasing the number of cases; the number of indictments; the number of arrests; search and seizure operations; and restrictive measures for aggressors). This increase in activity, as well as the communication strategies for publishing cases and convictions, deterred perpetrators in communities, leading to a drop in the prevalence of CSEC and sex trafficking. 3. Through IJM's support, PJS institutions enhanced their knowledge and efficiency, coordinated more closely, and increased their confidence in the PJS's response, especially at the National Police and the Office of the Attorney General. Likewise, the experience of the survivors accompanied by IJM improved, and this raised their confidence in the PJS.
<p>b) How did CSEC and sex trafficking victims' experience of the PJS change over the course of the program?</p>	<ol style="list-style-type: none"> 1. IJM's work to accompany victims from their rescue until their complete recovery, coupled with the way their perception of PJS staff changed following IJM's training, improved survivors' experiences with the PJS and increased their confidence in the system.
<p>c) What is the relationship between the observations related to prevalence (criterion 4, question a-a), performance (criterion 4, question a-b), confidence (criterion 4, question a-c) and victims' reliance on the PJS (criterion 4, question b)?</p>	<p>See section "a)" above.</p>
<p>d) To what extent can these changes be attributed to IJM's intervention?</p>	<ol style="list-style-type: none"> 2. IJM has been instrumental to the progress made on combating CSEC and sex trafficking. There was a general perception that the IJM team is a leader in this area that inspired high levels of trust at the institutions, among survivors, and in civil society and that also pushed for effective action on fighting CSEC and sex trafficking.

Prevalence of CSEC

According to the CSEC prevalence study conducted in 2022, one out of every 45 people involved in commercial sex work is a minor (2.2%). This percentage is lower in establishments like bars and discotheques (1.7%) and higher in public spaces like streets, waterfront areas, parks, and beaches (3.4%).⁹⁶ In contrast, the 2014 prevalence study found an overall rate of 10% in study areas, which again was higher in parks, beaches, and on streets (23.9%) and lower in establishments like bars, clubs, and car washes (5.8%).⁹⁷ A comparison of the two studies shows that prevalence has declined by 78%⁹⁸ from 2014, as shown in the figure below.

Figure 17. Change in prevalence of CSEC (%)



Source: Commercial Sexual Exploitation of Children in the Dominican Republic, Endline Study, Graph 2, page 26.

In the 2014 study, investigators were promised minors for sexual services at 25.2% of locations surveyed, but this rate fell to 2.3% in the 2022. This means that the number of locations where minors were promised fell from one in every four in 2014 to one in every 44 in 2022, or a 91% decline in the rate of minors being offered for sexual services.⁹⁹

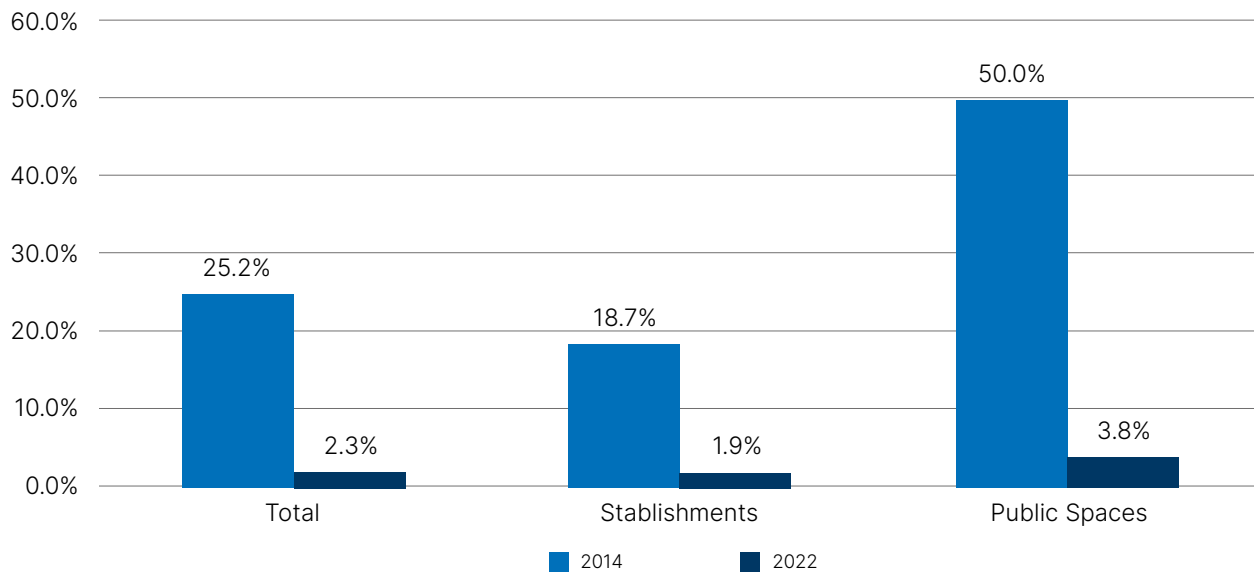
⁹⁶ Page 25 of the endline study on CSEC in the Dominican Republic states that of the 1,203 people who were observed in commercial sex work, 27 were in a situation of commercial sexual exploitation: 14 in establishments, and 13 in public spaces.

⁹⁷ IJM, Commercial Sexual Exploitation of Children in the Dominican Republic, 2015, pages 30 and subsequent.

⁹⁸ Commercial Sexual Exploitation of Children in the Dominican Republic, Endline Study, page 25.

⁹⁹ Commercial Sexual Exploitation of Children in the Dominican Republic, Endline Study, page 26.

Figure 18. Percentage of locations where investigators were promised minors for CSE, 2014/2022.



Source: Commercial Sexual Exploitation of Children in the Dominican Republic, Endline Study, Graph 1, page 27.

The 2015 study described some of the methodological limitations it ran up against, like collecting data from locations with private accesses, like motels, where IJM suspected CSEC might be occurring. The team decided to exclude these locations for two reasons: the first is that IJM suspected that minors are brought to those locations for sexual exploitation rather than being kept there, and the second is that they are privately accessed, and the people that use them do not interact with the people in charge of the establishments. Likewise, the study collected data from “places where sex was consistently sold” and not from locations where individual sex workers were found.

Interviewees echoed these limitations and pointed out that a different methodology or way of collecting data could yield other results.¹⁰⁰ They emphasized the risk of a possible post-pandemic shift to using technology to lure minors into sexual exploitation and capture victims of sex trafficking.

Other interviewees concurred that crime evolves and that despite the lack of studies to prove it, they believe CSEC may continue to occur, especially after the pandemic and given the relationship between poverty, economic need, and CSEC.¹⁰¹ They also pointed out the continued existence of other drivers of CSEC, such as patriarchal values, the feminization of poverty, the existence of criminal networks, the invisibility of the problem, and the indifference of society as a whole.

Performance of the Public Justice System in response to CSEC and sex trafficking

Most interviewees thought the performance of the PJS had improved in recent years. They emphasized the important role that IJM played in this improvement over the two phases of its program through collaborative casework with the National Police, Office of the Attorney General, and CONANI; assistance to victims; training for professionals from the PJS, civil society, and

¹⁰⁰ The study team made similar observations in the baseline prevalence study (2015), page 55.

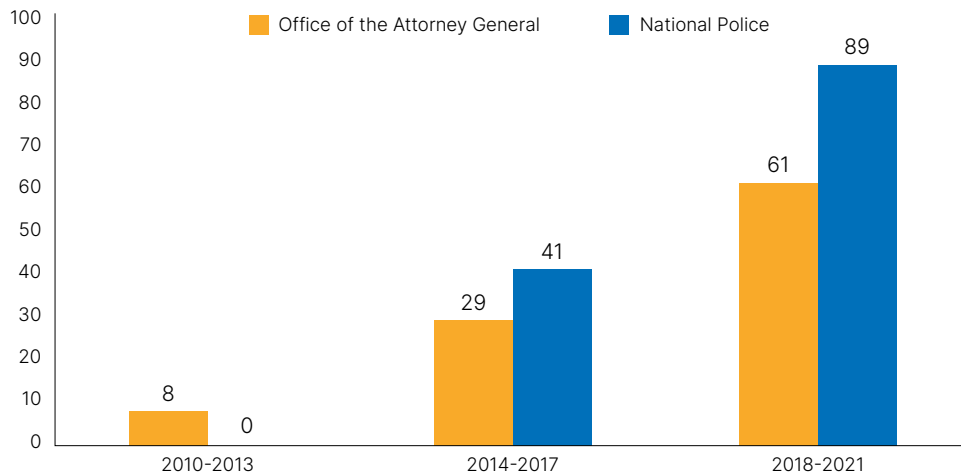
¹⁰¹ Page 14 of the baseline prevalence study (2015) states that, based on conversations with minors and people from the locations investigated, the team found that poverty and economic need were the main drivers of CSEC.

private entities; the design of technological tools; and advocacy. They also noted that the creation of specialized units such as PETT¹⁰² within the Office of the Attorney General in 2013 contributed substantially to this improvement.

Over its two phases of implementation, IJM helped increase the number of CSEC and sex trafficking cases that were investigated. In 2013, the Office of the Attorney General had investigated eight cases (over the course of 10 years, since Anti-Trafficking Law 137-03 was passed in 2003). This number rose to 29 cases in 2017 and 61 in 2021.

Likewise, the National Police investigated zero cases in 2013, a number which rose to 41 in 2017 and 89 in 2021. This increase in productivity at the Office of the Attorney General and the National Police shows how—following IJM’s intervention—the system began to prosecute conduct that had been normalized, invisibilized, and unpunished.¹⁰³

Figure 19. Number of cases handled by the Office of the Attorney General and the ATD of the National Police, 2010–2021



Source: Study of the Dominican Public Justice System in Response to Sex Trafficking and Commercial Sexual Exploitation of Children 2010–2022, Graph 1, page 40.

Additionally, the PJS gradually identified more suspects over the course of the program: 21 from 2010 to 2013, 58 from 2014 to 2017, and 131 from 2018 to 2021.¹⁰⁴ However, this increase did not translate to improved progression of criminal cases. Case progression did improve substantially from 2014 to 2017, but not from 2018 to 2021. There could be different reasons for this setback, like the COVID-19 pandemic, the date on which data was collected, a bias in data from 2010 to 2017 toward cases that went to trial, or a heavier PJS caseload from 2018 to 2021 because of its higher frequency of response.¹⁰⁵

There were also improvements in how efficiently cases were processed from 2014 to 2017 compared to 2010–2013, but these improvements were not sustained from 2018 to 2021 either, for the same reasons.¹⁰⁶ Convictions for CSEC and sex trafficking increased in recent years.

¹⁰² The Unit against the Smuggling of Migrants and Trafficking in Persons was upgraded to the Specialized Prosecutor’s Office against the Smuggling of Migrants and Trafficking in Persons on February 4, 2013, in Paragraph Three of Resolution One of the Third Session of the Governing Council of the Office of the Attorney General.

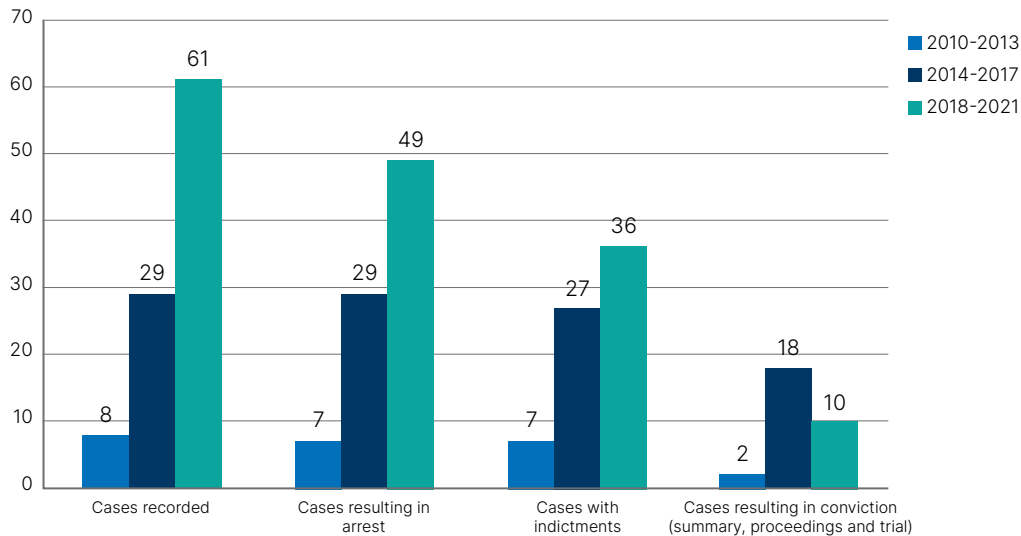
¹⁰³ Study on the response of the PJS, page 39.

¹⁰⁴ Indicator matrix report, indicator 5.

¹⁰⁵ 2022 study on the response of the PJS, page 42.

¹⁰⁶ Study on the response of the PJS, page 45.

Figure 20. Number of cases recorded and cases resulting in arrests, indictments, and convictions, by period, 2010–2021.



Source: Study of the Dominican Public Justice System in Response to Sex Trafficking and Commercial Sexual Exploitation of Children 2010–2022, Graph 2, page 42.

In terms of investigative performance, there was a steady increase in arrests, search and seizure operations, and restrictive measures for aggressors over the course of these periods (2010–2013, 2014–2017, 2018–2021), but this increase did not keep pace with the rise in cases. The system’s productivity had increased, but not enough.¹⁰⁷

Likewise, the practice of taking victim testimony at a hearing before the trial increased from 2013 to 2017,¹⁰⁸ but it decreased from 2018 to 2021. Of the eight cases recorded in 2013, the National Police requested a pretrial hearing to take victim testimony in three cases, and judges allowed this hearing in two of them. In 2017, it requested pretrial victim testimony in 20 of the 29 cases recorded, 16 of which were allowed by judges. In 2021, it requested the same measure in 30 of 61 cases, and judges allowed it in 10. This means that in 2021, there was a decline in the use of this form of testimony that is so crucial in CSEC and sex trafficking cases.¹⁰⁹

The 2022 study on the PJS finds a statistically significant correlation between whether there was a hearing to take victim testimony before the trial and the likelihood of securing a conviction. When this testimony is allowed, a conviction is 11.3 times more likely, so it is important for this measure to be used in all CSEC and sex trafficking cases.¹¹⁰

¹⁰⁷ Study on the response of the PJS, pages 49 and 50.

¹⁰⁸ A hearing to take victim testimony in a Gesell Chamber before the trial is an effective way to collect testimony from people who have suffered sexual exploitation. It allows them to be heard and minimizes revictimization. Because of how vulnerable CSEC and sex trafficking victims are, its use in these cases is fully justified. It allows their testimony to be preserved or guaranteed, with the participation of the judge and the parties to the proceedings to respect the principles of criminal law and the rights of the accused. The testimony is then incorporated into the proceedings so that the victim does not have to testify again during the trial.

¹⁰⁹ Page 50 of the study on the response of the PJS states that the decline from 2018 to 2021 could be due to the fact that some criminal proceedings are still open. However, this type of victim testimony has to be taken at the beginning of the investigation process, after the victims have been rescued, so regardless of whether the proceedings are still in progress, the pretrial victim testimony would have had to be requested at the outset. We do agree that pandemic restrictions could have affected judges’ decisions to authorize pretrial victim testimony during this period, given that Gesell Chambers—where victims give and record their testimony—are small and cramped. However, whenever the evaluation team asked interviewees about the pandemic, they said that the criminal system had continued to function at all times, and there is no evidence of limitations due to these circumstances.

¹¹⁰ Study on the response of the PJS, page 50.

Experience of CSEC and sex trafficking victims¹¹¹

The program's collaborative casework in the first phase and training for members of the PJS and civil society during the second phase improved the treatment survivors received from officials in charge of investigating and prosecuting CSEC and sex trafficking crimes. They also helped better protect survivors from these crimes.

According to PJS personnel, the trainings on human rights, TIC, and other topics helped foster empathy among PJS officials towards victims of exploitation and helped those officials better recognize victims' economic needs and needs for protection. The trainings also dispelled myths about CSE and expanded participants' perspectives on how this exploitation impacts the lives of victims.

In general, the evaluation team found that officials who interact with victims—especially at specialized units of the National Police and Office of the Attorney General—display good levels of sensitivity.¹¹² Regarding rescue operations, 0.0% of the three survivors rescued from 2015 to 2016 who were interviewed considered their rescue operations to have been trauma-informed. However, this percentage rose to 73.3% in 2021 and 60.6% in 2022.

In terms of sensitive treatment for victims, the three survivors who responded about their experiences from 2015 to 2019 indicated that they received TIC at 33.3% of court hearings. The percentage of court hearings that were trauma informed rose to 80% in 2022. The main reason for this change is more frequent use of the Gesell Chamber to take victim testimony prior to trials.¹¹³

With regards to services for victims of CSEC and sex trafficking, there are services for minors at CONANI shelters, but often no specialized staff is available or there are no appropriate spaces where assistance can be provided. Additionally, the government does not have comprehensive services to help survivors achieve a complete recovery.¹¹⁴

The restored survivors who were interviewed said the support they received starting with the rescue or during the process of recovering from the trauma enabled their restoration, but it is important to remember that these survivors do not represent the large majority of victims who had no access to this support (from whom it was not possible to collect data).

“The survivors served by the IJM program have felt this change, but the vast majority of adult victims did not,”
External respondent.

Confidence of key stakeholders in the PJS's response

Overall, the confidence of key stakeholders in the PJS's response to CSEC and sex trafficking was positive and has grown. Both the 2022 study on the PJS's response to CSEC and sex trafficking¹¹⁵ and most of the people interviewed¹¹⁶ during the evaluation support this conclusion.

¹¹¹ IJM DR was not required to measure reliance in a systematized way, but this section shares observations about victims' experiences.

¹¹² The Barahona case shows that the PJS provided protection to the survivor. It had an investigation that led to the arrest of the perpetrators, and the criminal proceeding used mechanisms to protect victims. These measures included restrictive measures and a pretrial hearing to take victim testimony. However, the case underscores weaknesses in the response of the court, which issued a ruling with a minimum sentence that is not in keeping with the spirit of the law. In this case, the victim's experience has changed in a highly positive way over the course of the program. Not only did IJM's interventions in the case lead to her full restoration, it also empowered her and transformed her into an agent of social change, as occurred in the Bonao Case.

¹¹³ Study on the response of the PJS, page 71.

¹¹⁴ Study on the response of the PJS, pages 74 et seq.

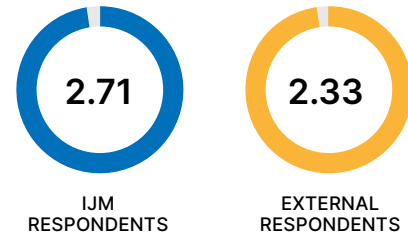
¹¹⁵ Study on the PJS's response, page 80. The study surveyed 12 people, most of whom said that their perception of the PJS had improved over the preceding five years.

¹¹⁶ This evaluation question had 24 external respondents and 9 IJM respondents, of whom zero strongly disagreed and three strongly agreed. The average shown in the figure was calculated by adding up the scores from each group of respondents and dividing the sum by the total number of respondents.

Figure 21. Respondents' rating of officials' confidence in the PJS

The evaluation team found that the casework and training given to the National Police, Office of the Attorney General, the Judiciary, CONANI, and civil society boosted their knowledge and efficiency in investigating and prosecuting cases. Since the IJM program also increased coordination between them, confidence in the different stakeholders who participated in investigating, prosecuting, preventing, and protecting people from CSEC and sex trafficking grew as well.

TO WHAT EXTENT DO YOU THINK THE AUTHORITIES HAVE GAINED CONFIDENCE IN THE PJS'S RESPONSE TO CSEC AND SEX TRAFFICKING?



The joint trainings made each institution or organization more aware of its own difficulties in its work, as well as the difficulties that other institutions face, leading them to value each other's work more.

Despite this, and as described in the key stakeholders section, not all institutions earned the other institutions' confidence to the same degree or worked in a coordinated way. The evaluation identified the challenges that many of them faced due to lack of resources, limited operational capacity, and high staff turnover—including among leadership—all of which undermine confidence. The team especially observed this dynamic at institutions like CONANI, which had various changes in leadership in quick succession.

Meanwhile, the study on the PJS's response to CSEC and sex trafficking and the interviews revealed a lack of confidence in institutions' capacity to accompany and support victims during their restorative process. While a large majority of interviewees agreed that citizens and institutions are now more educated about not blaming victims for their exploitation, they said there is still much work to be done in this area. The evaluation found some rulings that showed greater motivation to protect victims, but care for them is still quite deficient,¹¹⁷ undermining confidence in the system.

Relationship between observations about prevalence, performance, confidence, and reliance

The information the team collected from interviews and other data described above show that the PJS became more active in fighting CSEC and sex trafficking and improved its performance (increasing the number of cases, the number of suspects identified, and the number of arrests, search and seizure operations, and aggressors with restrictive measures). This increase in activity, along with IJM's communication strategies that spread messages on social media, radio programs, newspapers, and national television to inform, mobilize, and involve society in the fight against CSEC and sex trafficking, had a deterrent effect in communities and among exploiters. This deterrence led to a reduction in the prevalence of CSEC and sex trafficking.

¹¹⁷ These deficiencies are primarily budgetary. There are not enough resources to hire professionals with the capacity to represent victims in legal proceedings, provide proper psychological support during proceedings, and work with survivors until they achieve complete recovery. Other deficiencies include the lack of places for survivors to live during the recovery process that meet their needs and those of their children, if they have them.

The drop in prevalence boosted people’s confidence in most PJS institutions involved in prosecuting and trying cases (National Police, Office of the Attorney General, and the Judiciary), but not in institutions in charge of protecting and restoring victims (CONANI).

All the changes produced by IJM helped gradually change the cultural perception of CSEC, since the crime is now punished more and there is more information about it. According to interviewees, society is better attuned to the problem, so CSEC is not practiced as openly in public spaces, and there are even places with signs reiterating that CSEC and sex trafficking are prohibited.

“As confidence rises and the authorities’ capacity grows, and as more people at the PJS and in the general public become more aware of the exploitation of minors, more of these crimes are being reported,”
IJM respondent.

IJM’s influence on the changes

The IJM program was designed to strengthen existing resources and institutions. It was an essential factor in this process, but not the sole one.

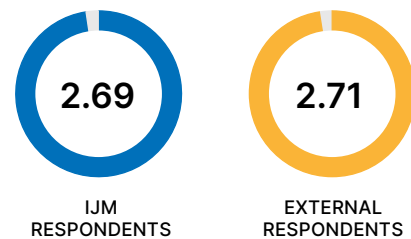
In general, interviewees¹¹⁸ viewed IJM as having been a crucial driver of effective action to combat CSEC and sex trafficking.

Figure 22. Respondents’ rating of the impact of IJM’s intervention

There was a widespread perception that the IJM team is a very committed and qualified leader in this area that inspired high levels of trust at institutions, among survivors, and in civil society, and that it also pushed for effective action on fighting CSEC and sex trafficking. Respondents emphasized the program’s advocacy work, trainings, and support for the ATD in the form of technological tools, as well as its logistical support with fuel, vehicles, transfers, investigators, connections, etc. Some institutions, like the National Police, underscored the importance of IJM’s support: “If it weren’t for IJM, the police would not be where it is today.”

For IJM, working in the field and alongside institutions and victims was key to understanding their reality firsthand and properly addressing their problems.

TO WHAT EXTENT DO YOU THINK THE CHANGES IN CSEC AND SEX TRAFFICKING IN THE DOMINICAN REPUBLIC CAN BE ATTRIBUTED TO IJM’S INTERVENTION?



“I can’t hear about a human trafficking case without thinking and talking about IJM,”
External respondent.

¹¹⁸ This evaluation question had 16 external respondents and seven IJM respondents, of whom zero strongly disagreed and three strongly agreed. The average shown in the figure was calculated by adding up the scores from each group of respondents and dividing the sum by the total number of respondents.

2.5 Management

This section evaluates how timely and efficient the IJM program’s planning, coordination, and monitoring was, as well as how it effectively innovated over its lifetime. The analysis is based on information from the document review, quarterly reports, and interviews with different stakeholders.

Evaluation questions:	Findings:
<p>a) Was the program planned, coordinated, and monitored?</p>	<p>1. During the first phase of the program, IJM carried out annual planning that it used to make adjustments to improve its activities, without having a solid monitoring system. It began prioritizing monitoring and evaluation in the second phase, when it hired a specialist in 2019. This step coincided with the organizational shift to results-based management. Since then, it has continuously and systematically measured the program’s indicators, helping it to make decisions and communicate results.</p>
<p>b) Did the IJM DR program effectively innovate throughout its life cycle?</p> <p>c) What contributions are useful and applicable beyond the local Dominican context?</p>	<p>2. The program’s leadership changed three times during the program, and the first and third period stand out as being very positive due to their horizontal style, good internal communication, and very clear vision of the program’s objectives. The evaluation team found the professionalism, humanity, and spirituality of the members of the IJM team to have been a very important driver of trust and progress and to have greatly facilitated work with local partners.</p> <p>3. The evaluation team considers the approach and work method of the IJM program to have been innovative. Notable program innovations and contributions that could apply beyond the Dominican context were the specialized legal and psychological assistance to victims, comprehensive work with key PJS stakeholders, work to promote the Scars of Gold Survivor Network, its political advocacy strategies for legal reform, and the technological tools it provided to the institutions.</p>

Planning, monitoring, and evaluation

During Phase I, IJM did not have a solid system for MERL due to a lack of budget and staff, as confirmed in interviews and program documents.¹¹⁹ During this phase, the program also lacked a logical framework defining the program’s objectives beyond collaborative casework. IJM itself recognized that it would have been helpful to have a project manager or person in charge of MERL during this phase.¹²⁰ Without this person, the project lacked concrete evidence on the state of the PJS, apart from the 2015 prevalence study and 2017 study on the response of the PJS that IJM conducted.

However, the document review and interviews confirm that despite the program’s lack of formal monitoring, its collaborative casework kept it in close contact with people and institutions, and this gave it great flexibility to adapt to new circumstances. It therefore made the adjustments it needed to achieve its expected outcomes.

¹¹⁹ IJM Program Narrative, 2022.

¹²⁰ IJM Program Narrative, 2022.

To make these adjustments, in the first phase it held weekly and monthly monitoring meetings to share information on strategies that were not working and make decisions about changes in implementation. This informal monitoring provided correct guidance in some cases, such as when the 2017 study showed that prosecutors did not understand how to apply the correct statutes to cases.

In 2019, the program hired a new person to be in charge of MERL. His arrival coincided with an organizational shift that, according to the people the evaluation team consulted, placed more importance on results-based management and systematic monitoring. As part of this shift, the program created an updated theory of change, along with a logical framework and design indicators to measure outcomes.

This systematic monitoring allowed the leaders of each area of IJM to adapt their strategy based on their needs. For example, at first the program had aimed to establish partnerships with five corporate partners, but as the program progressed, it became evident that finding these partners was not particularly important and that it was more urgent to strengthen ties with PJS institutions. For this reason, the program's sole corporate partnership was with AERODOM.

Likewise, by systematically monitoring these indicators, IJM obtained materials for its communications campaigns for positioning its work and impact on CSEC and sex trafficking at the highest level.

Program leadership

IJM's leadership was instrumental to the successful implementation of the program and its achievement of most of its expected outcomes. The document review and interviews with IJM staff and external personnel showcased how IJM's competent, well-trained, and experienced leaders led by example and managed the team with strategic vision, a horizontal style, flexibility, and openness to reach agreements and secure support for the fight against CSEC and sex trafficking.

Over the course of the IJM program's two phases, it had several changes in leadership, and the evaluation team identified at least three periods of leadership with distinctive characteristics.

Leadership in the first period (2013–2018)

During this period, IJM positioned itself in the country by hiring professionals for the DR office, collaborating with PJS and civil society institutions, and supporting decision makers from each institution to develop the plans and strategies needed to execute Phase I of the program. During this phase, the program's leadership and the technical skill of its team allowed IJM to gain the trust of PJS institutions (especially the National Police and the Office of the Attorney General) and of CSOs, and conduct the first cases and operations against CSEC and sex trafficking.¹²¹

IJM interviewees said that the leadership during this period was very participatory and encouraged collaboration. It also had a strong social justice orientation and fostered fluid communication within and outside of the organization.

¹²¹ IJM Program Narrative, 2022.

Leadership in the second period (2018–2019)

According to the document review and interviews, this period coincided with major changes in the organization at the global level, and a change in management at the Dominican Republic office.¹²² Likewise, the program was shifting from its first phase to its second, which brought changes in strategy and staff roles.

The Legal Department shifted to strengthening the PJS, the Investigations and Law Enforcement Department refocused on strengthening law enforcement, and Aftercare transitioned to strengthening the victim and survivor network. IJM DR also created new positions like director of security, partner activation, communications, and incidents.¹²³ Field offices took over the duties of positions like program leader instead of centralizing them at the regional level, and the MERL position was created.¹²⁴

This transition was gradual, and it took time to adapt. According to IJM staff interviewees, many changes happened at the same time, which created confusion about program objectives and the scope of their functions. This confusion can be largely attributed to a lack of internal communication about the changes and their consequences for staff and the program.

Leadership in the third period (2020–2022)

The new director arrived during this period. His arrival coincided with the consolidation of the second phase of the program, which focused on training judicial, prosecutorial, and police officials and reforming the PJS through local advocacy.

The new leadership enhanced the collaboration with PJS and CSO institutions. It also launched a strategy to affect high-impact changes in the country's legal framework for combating CSEC and sex trafficking.¹²⁵

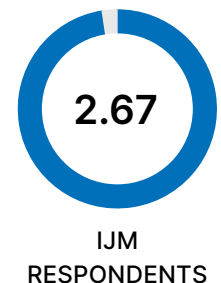
Likewise, it created the survivor network and developed a media strategy for the country. Also, during this period, IJM DR forged partnerships with private-sector companies like AERODOM, which allowed it to carry out a training program in airports.

Figure 23. Respondents' rating of the leadership's impact

IJM staff interviewees¹²⁶ highlighted the good-work environment during this period thanks to horizontal leadership that empowered employees to participate, as well as a clear vision of the program and strategies for achieving it, and strong internal communication with the staff.

According to IJM interviewees and volunteers in focus groups, the work environment was

TO WHAT EXTENT DO YOU THINK THE PROGRAM'S LEADERSHIP CREATED A WORK ENVIRONMENT THAT FOSTERED COORDINATION AND TEAMWORK TO EFFECTIVELY ACHIEVE THE PROGRAM'S RESULTS?



¹²² IJM Program Narrative, 2022.

¹²³ IJM Program Narrative, 2022.

¹²⁴ IJM Program Narrative, 2022.

¹²⁵ IJM Program Narrative, 2022.

¹²⁶ This evaluation question had nine IJM respondents, of whom zero strongly disagreed and three strongly agreed. The average shown in the figure was calculated by adding up the scores from each group of respondents and dividing the sum by the total number of respondents.

excellent, and some people characterized it as “inimitable” because of the special nature of the interpersonal bonds that formed over the years and because of the leaders of each of the organization’s units. Stakeholders from civil society and PJS institutions shared this perception. Most strongly agreed that IJM’s leadership and technical roles were filled by excellent and dedicated professionals, which also inspired trust at institutions and CSOs. This trust facilitated inter-institutional work, which was key to successful operations to counter CSEC and sex trafficking.

Interviewees also agreed that the cohesiveness, synergy, spirituality, and faith of the IJM DR team helped it achieve the expected results in the fight against CSEC and sex trafficking.

IJM DR’s leadership cultivated the organization’s spiritual component, fostering human values until they infused the organization’s daily work and the work of each team member. According to some interviewees, this spiritual component is what allowed the IJM team to remain highly committed to its work despite the difficulty inherent to working on CSEC and sex trafficking issues. This commitment had a direct impact on the people IJM worked with in the justice sector, religious leaders, or survivors, regardless of their culture or religion.

Program innovations

Most interviewees said that there is no other organization like IJM in the country, since it does very specialized work specifically on CSEC and sex trafficking and uses innovative approaches and methods.¹²⁷

During the first phase, IJM staff and key PJS stakeholders considered both the program’s support for investigations and rescue operations in partnership with the National Police and Office of the Attorney General and its legal and psychological support for victims to be highly innovative.

Interviews with personnel from the PJS and IJM confirmed that the program offered a personalized service with a very high level of technical expertise that gave rise to a continual exchange between IJM staff and PJS authorities. Other novel processes were IJM’s involvement in proceedings as a plaintiff NGO on behalf of victims, as well as the legal counsel it offered those victims during long court proceedings and the therapeutic, logistical, and financial support it provided.

Another innovative component of IJM is that it both coordinated closely with all PJS institutions and did comprehensive work with survivors. This fostered among institutions a joint and collaborative approach to cases instead of an isolated one, and it gave PJS professionals a greater awareness and understanding of the trauma that victims suffer.

Similarly, the creation of the Scars of Gold Survivor Network and dissemination of the stories of some of its members was a key and innovative factor that helped educate PJS staff and political authorities who make important decisions about this issue.

¹²⁷ The Carmen Reyes case illustrates this innovation. IJM’s involvement as a plaintiff in criminal proceedings pursuant to Article 85 of the Code of Criminal Procedure sets a novel legal precedent that helps defend and protect the human rights of victims, especially those from high-risk populations. Under this arrangement, any person or NGO can act as the victim’s attorney and as a private prosecutor, even without the victims’ consent, thus advancing the proceeding. In the Chichi case, IJM innovated by appealing the decision to deny the victim use of the Gesell Chamber because she was no longer a minor.

The evaluation also found that IJM executed a multidimensional and innovative strategy for high-level political advocacy. Some counterparts said that this strategy could also be applied beyond the Dominican context.

Its initial strategy involved directly advocating for legal reforms to address legal vacuums that affected the fight against CSEC and sex trafficking in the country. As part of this strategy, IJM participated in work sessions with CITIM and UNODC to draft a proposal for an anti-trafficking law, which is currently before Congress. It also created a proposed victims law.

IJM also joined forces with different stakeholders and NGOs to advocate for reform via a direct action of unconstitutionality, filed by the Coalition Against Human Trafficking, to eliminate child marriage. IJM also led the campaign and advocacy efforts with new political leaders to eliminate child marriage. The strategy also included work with the media to draw attention to the problem in the country, as well as direct advocacy with lawmakers and the Office of the First Lady. This work was a major step towards moving the issue higher on the government's agenda.

Another novel strategy was the use of technology like the Electronic Model for Investigations for the National Police, which is designed to boost the institution's efficiency, improve the quality of its investigations, and monitor its progress. Some interviewees also saw the online course on TIC during the COVID-19 pandemic and the advocacy strategies for the Anti-Trafficking Law as innovative.

The COVID-19 pandemic revealed IJM's capacity to adapt and respond: the program directly supported members of the Scars of Gold Survivor Network, donated medical supplies to the National Police, and continued to operate despite the circumstances. During this period, IJM also developed an advocacy strategy on social media that got CSOs involved in the fight against CSEC and sex trafficking in order to sway public opinion.

2.6 Sustainability

The sustainability section analyzes whether IJM's contributions were sustainable, and the extent to which they were institutionalized by the government and can be used beyond the local Dominican context. It also examines whether the program successfully generated the political will, legal framework, and budget needed to facilitate a sustained response from the PJS against CSEC and sex trafficking. To determine this sustainability, the evaluation team analyzed and triangulated the main findings of the previous sections of the report. The interviews and surveys round out the information from the document review.

Evaluation questions:	Findings:
a) Are the contributions sustainable?	<ol style="list-style-type: none"> 1. IJM's institutional strengthening through specialized technical assistance and capacity building enhanced the knowledge and technical skills of the different PJS institutions for responding to CSEC and sex trafficking. High staff turnover could undermine these gains, and the evaluation team found no evidence that the tools with quality standards for indictments and rulings—which IJM designed to help address the problem of high turnover among officials—were actually used by those institutions. 2. The evaluation team also identified potential obstacles to the sustainability of IJM's efforts to educate and train PJS personnel on restoring survivors, since there was insufficient funding and coordination to provide the personalized care needed for their complete recovery.
b) To what extent did the government institutionalize the contributions?	<ol style="list-style-type: none"> 3. IJM worked to get the institutions it partnered with to incorporate its trainings into their internal processes. The National Police added one course to its curriculum and is currently analyzing how to fund it with its own resources. The National Judicial Academy and the Academy of the Office of the Attorney General also added a module to their curriculum. Although IJM trained some of CONANI's staff, there is no record that the institution has added ongoing training on CSEC and sex trafficking.
c) To what extent did the program generate the political will for a sustained response by the PJS to CSEC and sex trafficking?	<ol style="list-style-type: none"> 4. Although there is now greater political will, support from the First Lady and some lawmakers, and a new anti-trafficking bill before Congress, current funding is insufficient for effective rescue operations and fully restoring victims. There is concern that the program's progress and outcomes will be reversed following IJM's exit.

Interviewees acknowledged that IJM successfully educated and trained staff at PJS institutions (National Police, Office of the Attorney General, Judiciary, and CONANI) on CSEC and sex trafficking, helping them identify crimes and apply the correct statute when prosecuting them.

IJM took a long-term approach in its training strategy. Its aim was for the knowledge and techniques shared in the training to become institutionalized. The National Police offered a Diploma Certificate for Investigators Specializing in Human Trafficking, and as this evaluation was being conducted, IJM was helping it try to secure funding from the Ministry of Internal Affairs to make the course a permanent police academy offering.

Likewise, the National Judicial Academy included training on CSEC and sex trafficking for justice officials in its curriculum, and it also allocated funds to finance it, despite the fact that these trainings are optional.

Furthermore, the program worked to convince the Academy of the Office of the Attorney General to systematically provide ongoing training on investigating and prosecuting CSEC and sex trafficking, as well as to ensure that any member of the Office of the Attorney General promoted to the PETT had such training in order to do their job properly.¹²⁸ There is no evidence that CONANI, which also received trainings from IJM, institutionalized these trainings or allocated resources for them.

¹²⁸ Study of the Dominican Public Justice System in Response to Sex Trafficking and Commercial Sexual Exploitation of Children, 2010–2022, page 92.

In general, respondents emphasized that the trainings on CSEC and sex trafficking need to be ongoing because the crimes evolve and require those fighting them to constantly stay up to date on new developments. The evaluation team found staff turnover to be one factor that limited the effectiveness of training. High turnover is common at some institutions and keeps them from retaining the knowledge and skills acquired in trainings.

Despite trainings, the knowledge provided by the program was not fully internalized because new officers joined the National Police, or because of high staff turnover at the ATD. The tools IJM designed to ensure minimum quality standards in indictments by the Office of the Attorney General (ECA) and rulings by the Judiciary (ECS) were meant to address the problem of staff turnover. However, the evaluation team found no evidence that institutions had used them.

The technical and financial support that institutions like the ATD received from IJM during the program were crucial to increasing the success of investigations. According to some sources, the ATD still needs funding and specialized personnel in order to continue doing effective work.

Some people expressed doubts about the true capacity of the ATD and PETT to keep up the quality of their investigations without IJM's support, both in judicial proceedings and in accompanying victims. Many interviewees were concerned about the consequences of IJM's exit, with the potential to lose the progress made on investigations, case follow-up, rescue operations, and other aspects due to a lack of human and administrative resources.

As for comprehensive care for victims, IJM achieved clear progress through restoration measures and by creating the Scars of Gold Survivor Network. However, CONANI's engagement flagged in the final years of the program, and although it currently offers immediate post-rescue services, there is no evidence that it offers specialized, long-term, and comprehensive treatment to victims of CSEC and sex trafficking. IJM tried to strengthen its ties with this institution, but it did not always succeed.

This reality is confirmed by CONANI's data: 2016 is the last year for which IJM has information on the number of survivors that have been restored. Interviewees indicated that IJM strengthened its ties with shelters outside of the government network. However, these shelters rely on individual donations and cannot receive all victims who are rescued. The evaluation also found no evidence of how these shelters would interact with government institutions without IJM's presence and role as an intermediary, since some interviewees said that it was IJM that initially facilitated this contact.

The largest threat to the sustainability of the program's achievements is a government unwilling to allocate the resources needed to continue the fight against CSEC and sex trafficking that IJM had been supporting.

Specialists agreed that investigations and rescues in CSEC and sex trafficking cases are complex and costly. PJS institutions need financial resources for specific operations, day-to-day operations, and technology. To allocate this funding, it is critical to pass the new anti-trafficking law.

IJM drew high-level political attention to this issue with the Office of the First Lady and some lawmakers, and the general consensus is that politicians are more aware of the problem than they were a few years ago. However, the bill has yet to be signed into law and people disagree about whether it actually will be passed soon. Most people the evaluation team consulted thought that advocacy work should continue, and they approved of the transfer of leadership of the Coalition Against Human Trafficking to the NGO Heartland Alliance to avoid setbacks. Some interviewees said that IJM's exit is poorly timed and that IJM should have planned or communicated better, leaving a plan for how the work it started can continue. According to some interviewees, IJM's exit could jeopardize the program's achievements.

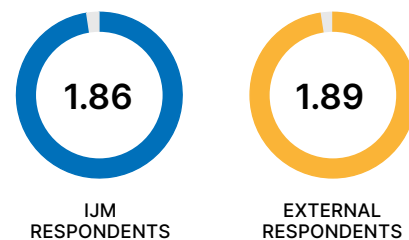
Its exit could also potentially undermine coordination among PJS institutions for effectively responding to CSEC and sex trafficking. As mentioned previously, IJM played a key role in raising the profile of the problem, but it was also pivotal to integrating the institutions and facilitating joint work.

IJM created a culture of greater collaboration between the institutions, but many people expressed uncertainty about whether these institutions are truly ready to continue strengthening their coordination without IJM's presence and direct and personalized support. This uncertainty is especially strong with regards to the institutions in charge of caring for and restoring victims. Indeed, some people referenced recent operations like Operación Turquesa, which fell apart after three years of investigation due to a lack of coordination between institutions.

Figure 24. Respondents' rating of sustainability

These sustainability challenges influenced the rating of IJM staff and key external respondents of the extent to which the program's benefits would continue after the program ends. As shown in the graph at the right,¹²⁹ this question received a lower score from both IJM staff and external respondents than any other evaluation criterion. It is also the criterion with the highest coefficient of variation, reflecting less consensus¹³⁰ among interviewees about how well the program's progress will hold up over time.

TO WHAT EXTENT DO YOU THINK THE PROJECT'S BENEFITS WILL CONTINUE ON AND BE SUSTAINABLE AFTER THE PROJECT ENDS?



¹²⁹ This evaluation question had 28 external respondents and nine IJM respondents, of whom zero strongly disagreed and three strongly agreed. The average shown in the figure was calculated by adding up the scores from each group of respondents and dividing the sum by the total number of respondents.

¹³⁰ The more variability there is in the responses, the more disagreement there is among interviewees.

3. CONCLUSIONS

Based on the findings, this evaluation report includes 10 conclusions, which are summarized in this section.

Conclusion 1: IJM became the leading organization in the Dominican Republic in the fight against CSEC and sex trafficking. The program was evidence-based and informed by a baseline prevalence study and an initial assessment of capacities, resources, and political will—which helped define the scope of the problem—as well as a situation analysis that identified the weaknesses and needs of the PJS and of the most vulnerable populations affected by the crime.

Conclusion 2: Cooperation among the institutions of the PJS (Office of the Attorney General, National Police, Judiciary) improved due to IJM's integral approach to CSEC and sex trafficking, which sought to involve all institutions to increase their coordination. Despite this progress, high staff turnover within public institutions made cooperation difficult, and some institutions (such as the National Police and Office of the Attorney General) were more engaged than others (such as CONANI).

Conclusion 3: IJM took into account the needs of the survivors the program served. It promoted their leadership in the movement against CSEC and sex trafficking and integrated their needs into its planning by creating the Scars of Gold Survivor Network and maintaining direct and close contact with them.

Conclusion 4: IJM succeeded in strengthening the different PJS institutions through collaborative casework and different trainings, which contributed to higher-quality investigations and indictments and more appropriate sentencing. Although the program also provided tools to set minimum quality standards for ATD investigations (EDI), indictments by the Office of the Attorney General (ECA), and court rulings (ECS), the evaluation team found no evidence that the ECA and ECS tools were in use.

Conclusion 5: IJM helped institutions provide more sensitive treatment to survivors to avoid potential re-traumatization, despite the fact that the Dominican state does not have sufficient resources or personnel to provide the personalized care that CSEC and sex trafficking victims need for a complete recovery, a service neither CONANI nor any other state institution offers.

Conclusion 6: IJM played a fundamental role in mobilizing stakeholders from civil society and other organizations, such as United Nations agencies, through joint advocacy actions to combat CSEC and sex trafficking. This helped generate greater political and social awareness about the issue. As a result, the Dominican Republic passed a law prohibiting child marriage. This advocacy also led to the creation of a proposal for a new anti-trafficking law, which is currently before the Senate and is essential for a realistic budget for combating CSEC and sex trafficking.

Conclusion 7: IJM contributed to stronger protection of children against CSEC and sex trafficking in the Dominican Republic. It did so by helping the PJS become more active in the fight against CSEC and sex trafficking and by improving its performance, which led to an increase in cases and convictions and made CSEC and sex trafficking more socially and politically visible. This lowered the prevalence of CSEC and sex trafficking, as documented in IJM studies.

Conclusion 8: IJM contributed to an overall increase in confidence in the PJS's response to CSEC and sex trafficking. However, several respondents expressed concern that this confidence remains fragile. They felt that although resources, operational capacity, and political will increased, they are still insufficient and challenges remain, especially for supporting and restoring victims.

Conclusion 9: The program was well managed throughout the various phases of implementation, but especially in the last stage of the program, when there were resources for proper monitoring and the program had effective leadership characterized by transparency, horizontality, good communication, and vision.

The program innovated in several ways during its implementation, including the specialized legal and psychological assistance service for victims, integrated work with PJS stakeholders, the promotion of the Scars of Gold network, and political advocacy strategies. These innovations are applicable to other contexts beyond the Dominican Republic. The professionalism, humanity, and spirituality of the IJM team proved to be an important element that helped it work better with partners and more easily achieve results.

Conclusion 10: IJM built elements of sustainability into its program through specialized technical assistance, management tools (EDI, ECA, ECS), technological resources, and capacity-building that improved PJS staff's knowledge and technical ability to address CSEC and sex trafficking. Likewise, capacity-building was institutionalized through various training institutions (at the Office of the Attorney General, National Police, and Judiciary). However, high staff turnover and low use of tools IJM designed to ensure the quality of investigations, indictments, and rulings may jeopardize this sustainability. Additionally, IJM's departure may affect coordination among PJS institutions, and the country needs to pass the anti-trafficking law to ensure adequate funding for an effective fight against CSEC and sex trafficking.

4. RECOMMENDATIONS

The recommendations from the external evaluation are divided into two sets. The first set is for external actors: the governmental and non-governmental institutions in the Dominican Republic with which IJM worked and which will continue to work to eradicate CSEC and sex trafficking. The second set is for the global IJM organization to consider when opening country offices or for improving the work of existing offices.

1. Recommendations for external actors (governmental institutions and NGOs in the Dominican Republic)

Recommendation 1—Anti-Trafficking Law

Continue advocacy to pass the new anti-trafficking law, which includes all forms of the crime and ensures that institutions have sufficient resources to carry out their work.

Recommendation for: Civil Society Coalition Against Human Trafficking and National Congress

Alongside civil society and political authorities, IJM advocated for a new anti-trafficking law, which has not yet been passed by the Dominican Congress. The evaluation team recommends that NGOs and members of the national Congress give priority to this law due to its importance for effectively fighting the crimes of CSEC and sex trafficking and protecting survivors. The team advises civil society to continue advocating for strengthening the fight against this criminal behavior and ensure adequate budget and resources to combat these crimes and avoid setbacks to the process.

Recommendation 2—Coordination Within the PJS

Continue to promote cooperation between PJS institutions to achieve better quality investigations, indictments, and rulings, ensuring the services necessary to protect survivors and guarantee their complete restoration.

Recommendation for: CITIM and the Office of the Attorney General

IJM played a substantial role in building a coordinated and comprehensive response by PJS institutions to CSEC and sex trafficking. Since IJM is exiting the country, a governmental institution such as CITIM and a justice system institution with sufficient institutional strength and recognition (such as the Office of the Attorney General) must now facilitate that coordination and interaction between institutions and provide a proper response to the problem.

Recommendation 3—Survivor Network

Continue supporting the members of the Scars of Gold Survivor Network so they can carry on with their advocacy, prevention, and awareness-raising actions with communities and other stakeholders.

Recommendation for: The institution that assumes IJM's leadership on CSEC and sex trafficking and the Civil Society Coalition Against Human Trafficking.

IJM led the creation of the Scars of Gold Survivor Network, which is made up of survivors who achieved restoration via IJM's program and who have a high level of awareness about the issue. The Network has carried out numerous awareness-raising and advocacy activities that reached the highest political spheres and helped shift the public perception of the problem. The evaluation

found that many of the Network's members are willing to continue carrying out awareness-raising and advocacy work with the community. However, for the Network to continue operating, it needs support from an entity that provides it with visibility and technical and financial support.

Recommendation 4—Quality of PJS Service

Continue training PJS staff to strengthen the quality of their response to CSEC and sex trafficking and promote their use of technological tools designed by the program to guarantee minimum quality standards for ATD investigations (EDI), indictments by the Office of the Attorney General (ECA), court rulings (ECS), and Assessments of Survivor Outcomes (ASO).

Recommendation for: The training bodies of the Office of the Attorney General, National Police, Judiciary, and Service Providers.

IJM organized trainings and designed technological tools to strengthen the response of PJS personnel to CSEC and sex trafficking crimes. It is important for the different institutions of the PJS to incorporate actions to enhance their response to CSEC and sex trafficking into their own training mechanisms and to fund those initiatives. They also need to continue to provide ongoing learning opportunities to their professionals and, above all, train new staff entering the system. The PJS should also incentivize the application of the useful tools provided by IJM (specifically, the Electronic Investigation Module for the National Police and the Restoration Module for the Office of the Attorney General) to ensure the minimum quality standards they promote.

Recommendation 5—Future Research on CSEC and Sex Trafficking

Include online sexual exploitation in future research on CSEC and sex trafficking in the Dominican Republic.

Recommendation for: The Civil Society Coalition Against Human Trafficking and CITIM

It is important to include online sexual exploitation in future studies, especially considering the effects of the COVID-19 pandemic, which, on one hand, has globally increased the use of technology and online devices to recruit children for sexual exploitation and, on the other hand, has caused strong relational and economic disruptions that can potentially trigger an increase in CSEC and sex trafficking. This research should incorporate human rights, gender, and intersectionality perspectives.

2. Recommendations for IJM

Recommendation 1—Entry Strategy

Develop a pre-entry strategy for each country, as IJM DR did.

From the outset, IJM DR hired professional teams to conduct a comprehensive assessment of the skills, capacities, and interests of key institutional stakeholders in the PJS and civil society; identify the magnitude and nature of CSEC and sex trafficking in the DR; and establish a baseline for protection. It then created a theory of change based on all this initial assessment work. The program also developed a schedule of administrative procedures and due diligence that the office used and included in the plan for training its technical team. As the program's implementation progressed, IJM added the public-political advocacy strategy and a system for tracking and monitoring the program's activities and indicators. In tandem with these steps, it hired a monitoring and evaluation specialist. The external evaluation team recommends that all these aspects be included in the country entry strategy for any new program.

Recommendation 2—Integrating Institutions

Continue to foster integration and advocacy in coalition with all relevant institutions in the program to fight CSEC and sex trafficking and adapt the strategy to the country’s context.

The IJM program in the Dominican Republic worked in coalition with other key stakeholders in the fight against CSEC and sex trafficking. This experience demonstrated that coordinating with and integrating other stakeholders was key to the effectiveness of IJM’s work to counter CSEC and sex trafficking. The evaluation team therefore recommends that IJM continue working in coalition with entities that share IJM’s agenda.

Recommendation 3—Collaborative Casework

Continue doing collaborative casework at other offices.

IJM’s casework and its close interactions with the institutions involved in the fight against CSEC and sex trafficking allowed it to strengthen its relationship with them and gain their respect. This casework functioned as a natural assessment tool for developing solutions and improving processes. It also facilitated direct technical assistance with these institutions on joint investigations and prosecutions with the police and the Office of the Attorney General.

Recommendation 4—Leadership

Transmit the leadership style of the IJM DR office, especially in the last stage, to other offices.

IJM’s leadership in the Dominican Republic provided a clear vision and mission and fostered collaboration among the staff based on trust, compassion, and spiritual values that motivated them to do their job well. Both IJM DR staff and personnel from PJS institutions and NGOs highly valued this leadership.

5. LESSONS LEARNED AND CONTRIBUTIONS FOR OTHER CONTEXTS

The evaluation team analyzed the implementation of the IJM program to extract lessons from the experience. These lessons are meant for the IJM organization to implement and take into account in other contexts in which it operates.

1) Working directly with survivors (Survivor Network): IJM DR created the Scars of Gold Survivor Network, which proved to be a very useful strategy, as it brought survivors closer to the program and helped the program adapt in order to respond to their needs properly. It would have been better to create the Network earlier in order to address survivors' needs in a more comprehensive way and show results sooner.

Additionally, IJM works with a clear and realistic definition of restoration, and this has allowed it to develop a tool that was very useful for assessing survivor outcomes in the DR (the ASO). IJM was also careful not to expose survivors to situations that might make them feel used for particular purposes that, while beneficial in terms of their impact on decision-makers, do not truly empower them in their lives.

2) Working autonomously: IJM worked in a very autonomous and independent manner in the Dominican Republic, which greatly facilitated the success of its implementation. Each IJM office should continue to have autonomy and independence in order to be able to adapt to and overcome the context-specific challenges of each country. Each system can be very different, and each problem requires a different type of response, which makes it necessary to have a good understanding of the weaknesses that hinder the progress of criminal cases in that country.

3) Comprehensive approach: Although the evaluation team considers IJM's advocacy work to have been very important for mobilizing and advancing its agenda, it would have been more effective for the program if it had started before 2020. Carrying out public-political advocacy actions from the first phase of implementation would have helped achieve the passage of more laws and the allocation of more government resources.

4) Co-creation of training modules, manuals, protocols, tools, and other instruments: The organization used a collaborative casework model that allowed it to conduct joint investigations and prosecutions with the police and the Office of the Attorney General and gain the respect of the institutions. The quality standards tools, especially EDI, were a good mechanism for obtaining solutions and improving processes. In some cases, such as the Electronic Investigation Module, a longer period of IJM support would have been needed for proper implementation.

5) Care for IJM workers: IJM's experience in the DR showed that the team, despite working on issues as difficult as CSEC and sex trafficking, had the support and care of the organization and its leaders. The external evaluation team found that IJM DR motivated and empowered its team to do its job through ongoing team collaboration, psychological support, retreats, and spiritual practices.

6) MERL specialist: The person recruited for MERL in 2019 was integrated into the IJM team rather than isolated, which gave him firsthand insight into the work of other technical positions so he could better monitor the program and suggest changes in strategy and innovations. Hiring a

MERL specialist from the start of the program would have made it easier to establish a monitoring and evaluation foundation, and continuously track the program's progress. This, in turn, would have allowed IJM DR to detect and resolve difficulties that arose during implementation.

- 7) Setting up the office:** The prevalence study IJM conducted at the beginning of the program facilitated its entry into the DR, despite the large amounts of initial administrative work that hindered project kickoff. For this reason, it is important to have a timetable of the administrative procedures for opening offices to avoid setting up the technical team before it can actually begin its work, thus mitigating the risk of delays.

- 8) Internal communication on programmatic changes:** The transition from the first phase of the program to the second caused some internal problems within IJM due to a lack of understanding about the changes in the program and resources it entailed. This type of organizational change requires an internal communication effort to help staff adapt well to the shift in structure and in their own roles.

Anexo I: Términos de referencia

Términos de referencia de la Evaluación externa del programa de Misión Internacional de Justicia República Dominicana 2013-2022¹³¹

1. Propósito del estudio

La oficina dominicana de Misión Internacional de Justicia (IJM) solicita propuestas de grupos especializados para evaluar la efectividad del programa de IJM República Dominicana (RD) en el fortalecimiento del sistema público de justicia (SPJ) dominicano en respuesta a la trata de personas (TDP) con fines de explotación sexual y la explotación sexual comercial de niños, niñas y adolescentes (ESCNNA). La evaluación deberá consistir en una revisión documental de documentos programáticos relevantes, así como un mínimo de 50 entrevistas cualitativas.

Se dará preferencia a aquellos grupos con experiencia en consultoría internacional y evaluaciones de finalización de programas, así como aquellos grupos con experiencia en los temas de la ESCNNA y TDP, el SPJ dominicano y otros temas de protección de niñez.

2. Introducción y antecedentes del estudio

Misión Internacional de Justicia (IJM por sus siglas en inglés) es una organización global que trabaja en 33 oficinas de 23 países alrededor del mundo, con el objetivo de proteger de la violencia a las personas que viven en pobreza, a través de rescatar víctimas, llevar a los criminales ante la justicia, restaurar y fortalecer a los sobrevivientes y cooperar con las autoridades legales locales a fin de construir un futuro seguro y duradero.

Misión Internacional de Justicia opera en la República Dominicana desde el año 2014, uniendo esfuerzos con las instituciones del Gobierno y de la sociedad civil en la lucha contra la explotación sexual comercial de niños, niñas y adolescentes, la trata de personas con fines de explotación sexual y otros delitos vinculantes.

IJM busca lograr estos resultados a través de un programa de acompañamiento y reforma del SPJ. De 2014 a 2018, IJM se enfocó en trabajo colaborativo de casos (collaborative casework) uniendo esfuerzos con el Ministerio Público, la Policía Nacional y CONANI para responder a más de 50 casos de ESCNNA y TDP con fines de explotación sexual.

A partir del año 2019, IJM se ha enfocado en el fortalecimiento del SPJ dominicano en respuesta a estos delitos. En particular, IJM se ha enfocado en un programa extensivo de capacitación de jueces, fiscales, policías y trabajadores sociales; incidencia en reforma de leyes; creación de sistemas tecnológicos de gestión de casos, así como herramientas de monitoreo de la calidad de la respuesta gubernamental. Todas estas actividades buscan lograr que el SPJ de justicia proteja de la ESCNNA y TDP con fines de explotación sexual a las personas que viven en pobreza. Para lograr este objetivo general, IJM persigue tres resultados principales:

1. Que las autoridades investigativas realicen investigaciones efectivas de ESCNNA y trata de personas con fines de explotación sexual que promuevan la persecución exitosa de criminales y el rescate de víctimas, asegurando el trato sensible;

¹³¹ Fecha de emisión de convocatoria: 1 de agosto 2022. Fecha límite para recibir propuestas: 31 de agosto 2022.

2. Que el SPJ dicte sentencias adecuadas en casos de ESCNNA y trata de personas con fines de explotación sexual y asegure el trato sensible de las víctimas en procedimientos legales;
3. Que las agencias estatales, principalmente CONANI, en coordinación efectiva con la sociedad civil, provean servicios psicosociales apropiados, oportunos y especializados a sobrevivientes de ESC y trata de personas que facilitan su restauración.

IJM define protección de personas que viven en pobreza como una reducción en la prevalencia del tipo de violencia trabajado, un aumento en el desempeño del Sistema Público de Justicia, un aumento en la confianza de actores del SPJ hacia las diferentes partes del SPJ y un aumento en la fiabilidad del SPJ para víctimas. IJM mide estos cuatro dominios de protección (prevalencia, desempeño, confianza y fiabilidad) durante el ciclo de vida de su programa a través de estudios. Para octubre 2022, IJM contará con mediciones de línea base y línea final para la prevalencia de la ESCNNA; línea base, intermedia y final para confianza; línea base, intermedia y final para desempeño; así como mediciones exploratorias de fiabilidad.¹³²

El presente proyecto de consultoría tiene como objetivo proveer evidencia y conclusiones de la efectividad, eficiencia, relevancia, sostenibilidad e impacto de la intervención del programa de IJM RD e identificar recomendaciones y lecciones útiles para IJM, gobiernos y otras organizaciones de desarrollo dentro y fuera de la República Dominicana que deseen diseñar e implementar intervenciones, políticas y procedimientos de actuación en el tema.

3. Marco de evaluación

Para enfocar la evaluación, IJM ha preparado un marco de evaluación consistiendo en cinco criterios de evaluación, cada uno con preguntas concretas relacionadas.

Criterio 1: Relevancia local

- a) ¿El programa de IJM RD respondió a un problema relevante?
- b) ¿El programa de IJM RD se enfocó en poblaciones en mayor riesgo?
- c) ¿IJM RD diseñó su programa en base a las necesidades del SPJ?

Criterio 2: Participación de actores clave y sostenibilidad

- a) ¿Qué elementos (actividades/intervenciones) del programa se implementaron juntamente con actores clave?
- b) ¿Son sostenibles las contribuciones?
- c) ¿En qué grado las contribuciones tienen apropiación gubernamental?
- d) ¿En qué medida ha generado el programa voluntad política para una respuesta sostenida del sistema público de justicia en contra de la ESCNNA y TDP con fines de explotación sexual?
- e) ¿El liderazgo de sobrevivientes influyó las decisiones del programa?

Criterio 3: Calidad e innovación del programa

- a) ¿Hasta qué punto el programa logró lo que se pretendía a nivel de impacto, resultados y subresultados programáticos?
o si no se logró lo que se pretendía ¿Qué progreso hubo? ¿Cuáles son las razones por haber logrado o no logrado los resultados deseados del programa?
- b) ¿El programa fue planificado, coordinado y monitoreado?
- c) ¿El programa de IJM RD innovó efectivamente durante su ciclo de vida?

¹³² La definición de "protección" de IJM se elaboró durante el programa actual de IJM RD. Por ende, el programa RD no es obligado medir fiabilidad

Criterio 4: Impacto

- a) ¿Se logró la protección de niños, niñas y adolescentes de la ESCNNA y TDP con fines de explotación sexual?
- a. ¿Se redujo la prevalencia de ESCNNA?
 - b. ¿Se aumentó el desempeño del SPJ en respuesta a la ESCNNA y TDP con fines de explotación sexual?
 - c. ¿Se aumentó la confianza de autoridades en la respuesta del SPJ a la ESCNNA y TDP con fines de explotación sexual?
- b) ¿Cómo ha cambiado la experiencia de víctimas de ESCNNA y TDP con fines de explotación sexual con el SPJ durante la vida del programa?
- c) ¿Cuál es la relación entre lo observado en prevalencia (criterio 4, pregunta a-a), desempeño (criterio 4, pregunta a-b), confianza (criterio 4, pregunta a-c) y la fiabilidad del SPJ para víctimas (criterio 4, pregunta b)?
- d) ¿Hasta qué punto se deben los cambios a la intervención de IJM?

Criterio 5: Contribuciones globales o regionales al combate a la TDP con fines de explotación sexual y la ESCNNA

- a) ¿Qué contribuciones son útiles y aplicables más allá del contexto local dominicano?

4. Lineamientos metodológicos

A. Para proveer una evaluación holística que responde al marco de evaluación, se deberán utilizar métodos mixtos, considerando como mínimo:

1. Métodos cuantitativos, a través de la revisión y análisis de los indicadores clave del programa y las mediciones comprendidas en las evaluaciones de línea base y final.

2. Métodos cualitativos con actores clave: Para proporcionar el máximo valor posible para la discusión y participación libre y auténtica de los actores clave, se espera que se utilicen de manera flexible la posibilidad de entrevistas semi estructuradas o grupos de enfoque.

Se espera la participación de entre 50 y 70 actores clave a lo largo de las diferentes modalidades que se establezcan. La mezcla de los actores clave debe estar integrada por autoridades del gobierno dominicano, representantes de organizaciones acompañantes de víctimas, sobrevivientes, representantes de organismos multilaterales y personeros de IJM.

El enfoque de evaluación se basará en las directrices del Grupo de Evaluación de las Naciones Unidas y, por lo tanto, se basará en los derechos humanos, la igualdad de género y la equidad, poniendo en el centro los derechos, la participación y el empoderamiento de los grupos vulnerables, hombres y mujeres en pie de igualdad. IJM facilitará un listado con potenciales actores clave para su contacto, pero se espera que el consultor incorpore a otros actores según el desarrollo del proyecto. Además, el consultor deberá asignar tiempo y recursos para la logística de reclutamiento de los participantes y coordinación para llevar a cabo la discusión. Dentro de la fase inicial del proyecto, se espera que el consultor defina los instrumentos que utilizará.

3. Revisión y comprensión de los documentos programáticos, entre los cuales se incluirán la nota de concepto, la teoría de cambio, el marco lógico, plan de implementación, los estudios de medición y la síntesis de la narrativa programática.

B. Se espera que la evaluación satisfaga los criterios éticos de: i) independencia, imparcialidad y ausencia de conflicto de intereses; ii) confidencialidad, integridad y transparencia: los miembros

del equipo de evaluación han sido elegidos por su capacidad para comunicar claramente a las partes interesadas el propósito de la evaluación, así como por su integridad personal y su capacidad para respetar el derecho de las partes interesadas a proporcionar información confidencial; iii) competencia, precisión y fiabilidad: los resultados de la evaluación serán completos, precisos y fiables. Dentro de la fase inicial del proyecto, el contratista deberá diseñar un plan de control de calidad, que deberá ser aprobado por IJM, y que el consultor empleará en las diferentes fases del proyecto para asegurar la calidad de los datos.

5. Fases de evaluación

La evaluación se llevará a cabo a lo largo de las siguientes cuatro fases en un período de cuatro meses:

Fase 1: Fase inicial (17 de octubre hasta el 31 de octubre 2022).

La fase inicial contempla:

- a) Reuniones iniciales con personeros de IJM para conocer el programa y validar las preguntas de evaluación.
- b) Estudiar los documentos programáticos, entre los cuales se incluirán la nota de concepto, la teoría de cambio, el marco lógico, los indicadores clave del programa y las mediciones comprendidas en las evaluaciones de línea base y final, los informes de medición y la síntesis de la narrativa programática. Esto permitirá al consultor tener una visión y comprensión del proyecto.
- c) Establecer un plan de recolección de información con actores clave (ver fase II), de acuerdo con los objetivos y resultados esperados de evaluación. El plan debe incluir los actores clave esperados, la metodología específica que se piensa utilizar con ellos (entrevista, grupo focal, entre otros) y la fecha probable de realización.
- d) Establecer los instrumentos que se utilizarán para recolectar la información cualitativa, para cada una de las metodologías escogidas en el plan.
- e) Proporcionar el plan de control de calidad de los datos (Data quality assurance-DQA) que se estará utilizando para la evaluación.
- f) Enviar para aprobación de IJM, los elementos del inciso c, d y e.

Fase 2: Recolección de información con actores clave (1 al 30 de noviembre 2022)

Tendrá una duración de cinco semanas y se llevará a cabo en los lugares seleccionados de la República Dominicana según el plan de trabajo aprobado. Las entrevistas deben ser presenciales. La información de los actores clave tiene el objetivo de recopilar datos adicionales necesarios para responder a las preguntas de evaluación. Esta información adicional de actores clave no solamente permitirá obtener una comprensión completa de los factores que conducen al éxito o al fracaso de los diversos aspectos del programa, pero también servirán al consultor para triangular la información.

Es decir que los datos de la evidencia programática analizada en la fase 1 serán validados a través de entrevistas, grupos focales y observación en terreno, utilizando de manera comparativa, los hallazgos más frecuentes o comunes como evidencia global. El grupo consultor concentrará sus recursos en responder a las preguntas y objetivos de evaluación de la manera más aguda y creíble posible, siguiendo los lineamientos metodológicos establecidos anteriormente, el plan de recolección, los instrumentos estipulados y con los controles de calidad estipulados en el DQA. Los consultores trabajarán simultáneamente, según sea necesario, para aprovechar los tiempos y las economías de escala. Por el tiempo de cinco semanas en que esta fase se debe realizar, el grupo consultor deberá contar con un equipo ágil, capaz de realizar las entrevistas a tiempo. El equipo de expertos mantendrá una comunicación y coordinación constante con IJM, para informar de cualquier dificultad u obstáculo durante el trabajo de campo. En casos particulares, los consultores contarán con el apoyo de IJM para llevar a cabo su labor sustantiva.

Fase 3: Análisis y redacción de informe (1 al 23 de diciembre 2022)

Esta fase durará tres semanas e implica que el consultor cuente con toda la información necesaria proveniente de los métodos mixtos para analizarla y producir un informe inicial completo junto con un resumen ejecutivo. Se espera que el informe incluya recomendaciones útiles para IJM como organización, así como gobiernos y otras organizaciones dentro y fuera de la República Dominicana que trabajan los temas de interés.

Además, el informe debe explicar qué funciona y por qué, qué elementos son críticos, qué elementos aceleran o frenan el éxito, qué debería replicarse, qué debería eliminarse o modificarse y qué debería estudiarse más a fondo. La redacción de dicho informe deberá estar en conformidad con las normas de calidad OCDE/CAD 2010 para la evaluación del desarrollo. El informe preliminar de evaluación se enviará a IJM junto con un resumen ejecutivo inicial. IJM retroalimentará a ambos entregables.

Fase 4: Síntesis: informe final de evaluación sumativa (26 diciembre al 23 de febrero)

La fase del informe final implicará cuatro semanas. Abordando los comentarios y observaciones de IJM, el consultor deberá generar el informe de evaluación final, incluido su resumen ejecutivo. El resumen ejecutivo deberá estar en inglés y español. Habrá una entrega inicial el 18 de enero, con una entrega final el 23 de febrero.

Cronología de entregables concretos

ENTREGABLES	FECHA FIN / DE ENTREGA
Fase 1: Fase inicial	17-31 de octubre
A. Plan de recolección de información	26 de octubre
B. Instrumentos de recolección cualitativa	26 de octubre
C. Plan de control de calidad de los datos	26 de octubre
Entregables a, b y c finalizados y aprobados por IJM	31 de octubre
Fase 2: Recolección de información con actores clave	1-30 de noviembre
Entrega de notas y grabaciones de entrevistas	30 de noviembre
Entrega de base de datos sin procesar	30 de noviembre
Fase 3: Análisis y redacción de informe	1-23 de diciembre
Entrega de base de datos procesado	23 de diciembre
Entrega del informe inicial y resumen ejecutivo (ambos en español)	23 de diciembre
Fase 4	26 de diciembre-23 de febrero
Entrega del informe final en español y resumen ejecutivo en inglés y español	18 de enero
Entrega del informe final validado por IJM (español) y resumen ejecutivo final validado por IJM (español e Inglés)	23 de febrero

6. Otras consideraciones:

- Confidencialidad de la información: El/la consultor/a firmará un acuerdo de confidencialidad de la información y se compromete a resguardar la información.
- Propiedad de los productos: Los productos obtenidos de esta consultoría son propiedad exclusiva de IJM por lo cual todos los materiales que se produzcan y/o donde se recolecte la

información deberá ser entregados a IJM en República Dominicana.

7. Evaluación de calificaciones y experiencia del equipo consultor solicitante

La experiencia y las calificaciones de los grupos solicitantes será evaluada en las siguientes áreas. Se recomienda que el grupo solicitante presente sus calificaciones y experiencia de una manera que responde a estas áreas, designado miembros del equipo como responsables de lograr el éxito en cada área.

1. Equipo integrado con experiencia previa en evaluaciones de impacto. Al menos un integrante experto nacional dominicano. Se espera que el consultor líder sea fluido en inglés.
2. Conocimiento del sistema público de justicia dominicano¹³³
3. Probabilidad de generar confianza ante los actores del sistema de justicia del país, acreditada por una trayectoria, experiencia y prestigio reconocida.
4. Probabilidad de realizar adecuadamente una recolección de información según los métodos estipulados, asegurando eficiencia y altos estándares éticos.
5. Probabilidad de analizar los datos desde el punto de vista estadístico.
6. Probabilidad de escribir un informe coherente con hallazgos concretos y recomendaciones útiles para IJM, el gobierno dominicano y otras instituciones nacionales e internacionales interesados en el tema.
7. Probabilidad de gestionar a un equipo, entrenarlos y reentrenarlos.
8. Probabilidad de cumplir planificación y subsanar contingencias.
9. Probabilidad de ofrecer una relación dinámica, cercana y cordial entre IJM y el contratista.

8. Presentación de la propuesta

Grupos interesados deberán entregar una propuesta formal a Grant Everly, coordinador de monitoreo, evaluación, investigación y aprendizaje (MERL) en RD, a su correo geverly@ijm.org, con copia a Maireni Díaz, asistente logística, mdiaz@ijm.org, a más tardar el día 31 de agosto a las 11:59 p.m.

Las propuestas entregadas fuera de tiempo no serán consideradas. En su propuesta, el grupo solicitante debe explicar cómo satisface lo estipulado en la Sección 7 de estos términos de referencia.

La propuesta debe incluir los siguientes documentos como mínimo:

- a) Una carta de interés explicando como su experiencia se ajusta a las necesidades de esta consultoría.
- b) Una propuesta metodológica inicial consistiendo en versiones borradores de los primeros tres entregables de la consultoría (ver incisos c, d y e de "Fase 1" en la Sección 5).

Específicamente:

- a. Plan de recolección de información.
- b. Plan de control de calidad de información.
- c. Resumen de métodos cualitativos anticipados.

Nota: IJM no espera que grupos solicitantes hagan instrumentos de recolección para esta propuesta inicial, sin que no haya comenzado la consultoría, y grupos solicitantes desconocen lo que estas entrevistas deben abarcar. Sin embargo, estos términos de referencia dan suficiente información para organizar entrevistas temáticamente, identificando qué tipo de instrumento se usaría, quiénes del equipo llevarían a cabo el método y los procesos de análisis que se emplearían.

¹³³ Para IJM, el SPJ incluye no tan solo autoridades legales, como el Ministerio Público y el Poder Judicial, sino también la Policía Nacional y instituciones que trabajan para la restauración integral de sobrevivientes.

Nota: en la propuesta metodológica inicial, IJM espera ver cómo el grupo solicitante conceptualiza el proyecto y qué tan preparado está para lo que esta consultoría busca. Por ende, y dado que grupos solicitantes no hayan pasado por una inducción profunda del proyecto, no se espera que la propuesta metodológica sea muy larga. Debe ser preciso y conciso.

c) Una propuesta económica en dólares estadounidenses

a. Para grupos dominicanos solicitantes, el precio deberá estar reflejado en pesos dominicanos, en números y letras, incluyendo el ITBIS (Impuesto Sobre Transferencias de Bienes Industrializados y Servicios). Se debe adjuntar certificación o tarjeta de RNC (Registro Nacional de Contribuyente) y certificación actualizada de Cumplimiento de Obligaciones Fiscales.

IJM ha encontrado que los grupos solicitantes más exitosos presentan propuestas claras y concisas, respondiendo directamente a lo solicitado en los términos de referencia. Típicamente enfocan su trabajo previo por la Sección 7 de este documento, evitando un historial de todas sus consultorías previas realizadas.

El equipo de MERL de IJM estará disponible para videollamadas cortas de preguntas y respuestas para cualquier grupo interesado durante los días 10 y 11 de agosto. Para coordinar una sesión, grupos solicitantes deben mandar un correo a Maireni Díaz con copia a Grant Everly.

Appendix II: Updated Evaluation Framework

In Phase I of the evaluation, the evaluation team made adjustments to the evaluation framework, in agreement with IJM. The resulting framework is as follows:

Updated Evaluation Framework

ToR evaluation framework		Updated evaluation framework	
Criterion 1. Local relevance	<ul style="list-style-type: none"> a) Did the IJM DR program address a relevant problem? b) Did the IJM DR program focus on higher-risk populations? c) Did IJM DR design its program around the PJS's needs? 	Criterion 1. Local relevance	<ul style="list-style-type: none"> a) Did the IJM DR program address a relevant problem? b) Did the IJM DR program focus on higher-risk populations? c) Did IJM DR design its program around the PJS's needs?
Criterion 2. Participation of key stakeholders and sustainability	<ul style="list-style-type: none"> a) What program components (activities/interventions) were implemented jointly with key stakeholders? b) Are the contributions sustainable? b) To what extent did the government institutionalize the contributions? c) To what extent did the program generate political will for a sustained PJS response to CSEC and sex trafficking? d) Did survivor leadership influence the program's decisions? 	Criterion 2. Participation of key stakeholders	<ul style="list-style-type: none"> a) What program components (activities/interventions) were implemented jointly with key stakeholders? Terms of Reference (ToR): 2.a b) Did survivor leadership influence the program's decisions? ToR: 2.e

ToR evaluation framework		Updated evaluation framework	
<p>Criterion 3. Program quality and innovation</p> <p>a) To what extent did the program achieve its goals for impact, outcomes, and sub-outcomes? If it did not achieve these goals, what progress did it make? What are the reasons why the program did or did not achieve the expected outcomes?</p> <p>a) Was the program planned, coordinated, and monitored? b) Did the IJM DR program effectively innovate throughout its life cycle?</p>		<p>Criterion 3. Effectiveness</p> <p>a) To what extent did the program achieve its goals for impact, outcomes, and sub-outcomes? ToR: 3.a If it did not achieve these goals, what progress did it make? What are the reasons why the program did or did not achieve the expected outcomes?</p>	
<p>Criterion 4. Impact</p> <p>a) Are children protected from CSEC and sex trafficking? a. Did the prevalence of CSEC decline? b. Did the PJS's response to CSEC and sex trafficking improve? c. Did authorities gain more confidence in the PJS's response to CSEC and sex trafficking? b) How did CSEC and sex trafficking victims' experience of the PJS change over the course of the program? c) What is the relationship between the observations related to prevalence (criterion 4, question a-a), performance (criterion 4, question a-b), confidence (criterion 4, question a-c) and victims' reliance on the PJS (criterion 4, question b)? d) To what extent can these changes be attributed to IJM's intervention?</p>		<p>Criterion 4. Impact</p> <p>a) Are children protected from CSEC and sex trafficking? a. Did the prevalence of CSEC decline? b. Did the PJS's response to CSEC and sex trafficking improve? c. Did authorities gain more confidence in the PJS's response to CSEC and sex trafficking? b) How did CSEC and sex trafficking victims' experience of the PJS change over the course of the program? c) What is the relationship between the observations related to prevalence (criterion 4, question a-a), performance (criterion 4, question a-b), confidence (criterion 4, question a-c) and victims' reliance on the PJS (criterion 4, question b)? d) To what extent can these changes be attributed to IJM's intervention?</p>	
<p>Criterion 5: Global or regional contributions to the fight against sex trafficking and CSEC</p> <p>a) What contributions are useful and applicable beyond the local Dominican context?</p>		<p>Criterion 5. Case management</p> <p>a) Was the program planned, coordinated, and monitored? ToR: 3.b b) Did the IJM DR program effectively innovate throughout its life cycle? ToR: 3.c</p>	
		<p>Criterion 6. Sustainability</p> <p>a) Are the contributions sustainable? ToR: 2.b b) To what extent did the government institutionalize the contributions? ToR: 2.c c) To what extent did the program generate political will for a sustained PJS response to CSEC and sex trafficking? ToR: 2.d d) What contributions are useful and applicable beyond the local Dominican context? ToR: 5.a</p>	

Appendix III: Evaluation Tools: Questionnaire and Interview Guides

Evaluation tools: interview guides, focus group questionnaires, surveys, and field observation guide

1. Semi-structured interview guide¹³⁴

QUESTION		ENTITY/PERSON
1. Local relevance		
1.a).	On a scale of 0–3, (0 means “not at all” and 3 means “to a great extent”), to what extent are CSEC and sex trafficking relevant problems? Please explain your response.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society, survivors
1.a). i.	What evidence did IJM use to assess the problem the program was meant to address (evaluations, baseline, etc.)?	IJM
1.b).	To what extent do you think the design of the IJM DR program focuses on vulnerable populations? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM, civil society
1.b). i.	To what extent do you think these vulnerable populations were able to participate in and influence the program’s design? What evidence supports this? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM, civil society
1.c).	To what extent do you think the design of the IJM DR program takes into account the PJS’s needs to strengthen its institutions for investigating, prosecuting, and trying CSEC and sex trafficking crimes and protecting minors living in poverty from these crimes? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
1.c). i.	To what extent do you think PJS institutions were included in the program’s design? What evidence supports this? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM
	QUESTION RELATED TO CASE STUDIES: What was IJM’s criteria for deciding to collaborate on all stages of a CSEC or sex trafficking case?	IJM
2. Participation of key stakeholders		
2.a).	To what extent do you think the IJM DR program partnered with the institutions of the Dominican PJS, CSOs, and other key stakeholders to implement its activities? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
2.b).	To what extent do you think survivor leadership influenced the decisions ¹³⁵ of the IJM DR program? (0 means “not at all” and 3 means “to a great extent”) Please explain your response, and if possible, share a relevant example.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society, survivors

¹³⁴ Before conducting each interview, the interviewee was given a consent form to sign. The interview team also explained to interviewees that their answer to most questions will consist of a rating from 0 to 3, including both numbers, where 0 indicates complete disagreement and 3 indicates complete agreement. They also told interviewees that if they do not know how to respond to the question, they can answer, “I don’t know.”

¹³⁵ This refers to survivor involvement in shaping and leading the movement to protect people.

	<p>QUESTION RELATED TO CASE STUDIES:</p> <p>In its collaborative casework, was IJM able to partner with each of the PJS institutions involved in the process, namely, the Office of the Attorney General, the Judiciary, the National Police, and CONANI?</p>	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society, survivors
	<p>3. Effectiveness</p>	
3.a).	<p>Outcome 1: To what extent do you think investigative authorities (primarily the specialized units of the Office of the Attorney General and National Police—the PETT and the ADT, respectively) were able to produce higher-quality investigations that resulted in more arrests and rescues?</p> <p>(0 means “not at all” and 3 means “to a great extent”)</p> <p>Please explain your response.</p>	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
3.b).	<p>Outcome 2: To what extent do you think the Office of the Attorney General is more capable of filing high-quality indictments and litigating well before judges who are educated about the problem and who issue appropriate rulings?</p> <p>(0 means “not at all” and 3 means “to a great extent”)</p> <p>Please explain your response.</p>	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
3.c).	<p>Outcome 3: To what extent do you think survivors receive more sensitive treatment?</p> <p>(0 means “not at all” and 3 means “to a great extent”)</p> <p>Please explain your response.</p>	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society, survivors
3.c). i	<p>Outcome 3: To what extent do you think survivors receive services that help them achieve a complete recovery?</p> <p>(0 means “not at all” and 3 means “to a great extent”)</p> <p>Please explain your response.</p>	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society, survivors
3.c).ii.	<p>Outcome 3: To what extent do you think survivors form part of the movement against CSEC and sex trafficking?</p> <p>(0 means “not at all” and 3 means “to a great extent”)</p> <p>Please explain your response.</p>	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society, survivors from Scars of Gold
3.d).	<p>Outcome 4: To what extent do you think the Dominican government has given more priority to eliminating CSEC and sex trafficking?</p> <p>(0 means “not at all” and 3 means “to a great extent”)</p> <p>Please explain your response.</p>	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
	<p>QUESTION RELATED TO CASE STUDIES:</p> <p>Of the cases that IJM selected for collaborative casework, 1. How many went to trial? 2. How many resulted in a conviction? 3. Were sentences similar to those sought by the prosecution? 4. How were survivors treated? 5. What was the PJS’s response like during the years that IJM was doing collaborative casework? Were there improvements? 6. Could you provide examples of cases with specific improvements in investigations, prosecutions, rulings, or support for victims?</p>	IJM
	<p>4. Impact</p>	
4.a).	<p>To what extent do you think effective protection for CSEC and sex trafficking victims has been achieved?¹³⁶</p> <p>(0 means “not at all” and 3 means “to a great extent”)</p> <p>Please explain your response.</p>	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society, survivors
4.a)-a.	<p>To what degree do you think the number of minors suffering from CSEC has fallen in recent years?</p> <p>(0 means “not at all” and 3 means “to a great extent”)</p> <p>Please explain your response.</p>	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society, survivors

¹³⁶ IJM identifies protection as “the array of benefits that accrue to people in poverty through a transformed justice system. People are protected from violence when the justice system acts as a deterrence to perpetrators; is attractive for victims to report crimes and pursue cases; performs well in those cases; and has the confidence of key stakeholders.” Endline prevalence study, page 7 (glossary).

4.a)-b.	In recent years, to what degree do you think the PJS has offered a better response to victims of CSEC and sex trafficking, providing specialized services that are specific to the trauma they suffered? (0 means “not at all” and 3 means “to a great extent”) Please explain your response and name the institutions that are most involved in better addressing victims’ needs.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society, survivors
4.a)-c.	To what extent do you think authorities gained more confidence in the PJS’s response to CSEC and sex trafficking? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
4.b).	To what extent do you think CSEC and sex trafficking victims’ experience of the PJS has changed over the course of the project? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society, survivors
4.c).	To what extent has improved performance ¹³⁷ reduced prevalence ¹³⁸ ? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
4.d).	To what extent has improved performance increased confidence? ¹³⁹ (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
4.e).	To what extent did improved performance increase ¹⁴⁰ victims’ reliance on the PJS? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
4.f).	To what extent do you think the changes in CSEC and sex trafficking in the Dominican Republic can be attributed to IJM’s intervention? (0 means “not at all” and 3 means “to a great extent”) Please explain your response, and if you think other factors could have influenced the changes, please list them.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
	Questions related to case studies: Did the collaborative casework over the course of IJM’s program strengthen and improve professional capacities within the PJS and provide more protection to survivors? Did the investigative support deter sexual exploiters from continuing their criminal behavior and, conversely, increase key stakeholders’ confidence in the PJS’s response?	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, UNODC, civil society, survivors
5. Case management		
5.a).	To what extent do you think the program planned, coordinated, and monitored its activities in a way that helped it achieve its outcomes? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM

¹³⁷ Results indicator that measures how well the PJS addresses reported cases of the crime in question in terms of (a) the progression of cases, and (b) applying desirable behaviors and attitudes.

¹³⁸ Impact indicator that measures the percentage of the target population that is or has been a victim during a set time in a specific area.

¹³⁹ Impact indicator that measures the percentage of victims of the target population who reported the crime to the PJS (compared to those who reported it to an informal system and those who did not reported at all) during a set time and in a specific area.

¹⁴⁰ Results indicator that measures victims’ reliance on the PJS.

5.a). i.	To what extent do you think the program performed a risk analysis and planned and implemented measures to mitigate those risks? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM
5.a).ii.	To what extent do you think the program implemented an M&E plan with measurable results and SMART indicators? ¹⁴¹ (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM
5.a). iii.	To what extent do you think the program leadership created a work environment that fostered coordination and teamwork to effectively achieve the program’s outcomes? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM
5.b).	To what extent do you think the IJM DR program effectively innovated throughout its life cycle? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM
5.b). i.	What were its innovations?	IJM
5.b).ii.	To what extent do you think the program adopted innovative and effective measures to overcome difficulties during implementation (COVID-19 pandemic)? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM
5.c).	To what extent do you think JM DR’s contributions are useful and applicable beyond the local Dominican context? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
5.c). i	What lessons can we learn from the program that would be useful in other contexts? Could you provide an example?	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
QUESTIONS RELATED TO CASE STUDIES: How was collaborative casework planned over the course of the program? Were the technological tools with quality standards used in cases that IJM worked on? Do you think the collaborative casework model is useful and could be applied in other countries?		IJM, Office of the Attorney General, Judiciary, CONANI, National Police
6. Sustainability		
6.a).	To what extent do you think the project’s benefits (for example, knowledge and skills developed, tools provided, and materials provided) will continue after the project ends and prevalence will remain low? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
6.b).	To what extent do you think the government has institutionalized protection against CSEC and sex trafficking for people who live in poverty? How? What factors have helped or hindered this institutionalization? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society
6.c).	To what extent do you think the IJM DR program generated political will for a sustained PJS response to protect minors who suffer from CSEC and sex trafficking and prosecute those who exploit and traffic them? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM, Office of the Attorney General, Judiciary, CONANI, National Police, Executive Branch, Legislative Branch, AERODOM, UNODC, civil society

¹⁴¹ Indicators that are Specific, Measurable, Attainable, Relevant, and Time-Bound.

<p>QUESTIONS RELATED TO CASE STUDIES:</p> <p>To what extent do professionals who received IJM support on cases think they have improved their capacity to prosecute and investigate crimes, issue rulings, and care for survivors?</p> <p>To what extent do you think that those who received this support on cases have shared what they learned with their peers?</p>	<p>IJM, Office of the Attorney General, Judiciary, CONANI, National Police</p>
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2. Focus group questionnaire

- Survivor Network¹⁴²
- IJM administrative and support staff
- IJM volunteers

QUESTION	ENTITY/PERSON
<p>1. Local relevance</p>	
<p>1.a). On a scale of 0–3, (0 means “not at all” and 3 means “to a great extent”), to what extent are CSEC and sex trafficking relevant problems? Please explain your response.</p>	<p>Survivor network, IJM administrative and support staff, IJM volunteers</p>
<p>1.b). To what extent do you think the program’s design took vulnerable populations into account? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.</p>	<p>IJM administrative and support staff, IJM volunteers</p>
<p>1.c). To what extent do you think IJM responded to the needs of the PJS? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.</p>	<p>IJM administrative and support staff, IJM volunteers</p>
<p>2. Participation of key stakeholders</p>	
<p>2.a). To what extent do you think the IJM DR program partnered with institutions of the Dominican PJS, CSOs, and other key stakeholders to implement its activities? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.</p>	<p>IJM administrative and support staff, IJM volunteers</p>
<p>2.b). To what extent do you think IJM DR took into account the opinions of survivors when designing and implementing the program? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.</p>	<p>Survivor network</p>
<p>2.b). To what extent do you think survivor leadership¹⁴³ influenced the IJM DR program’s decisions? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.</p>	<p>IJM administrative and support staff, IJM volunteers</p>
<p>3 Effectiveness</p>	
<p>3.a). To what extent do you think survivors receive sensitive treatment and services to help them achieve a complete recovery and participate in the movement against CSEC and sex trafficking? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.</p>	<p>Survivor network</p>

¹⁴² For the survivor focus group, the evaluation team held a meeting to first adapt the questions to their level of knowledge about the program.

¹⁴³ This refers to survivor involvement in shaping and leading the movement to protect people.

3.a).	Outcome 1: To what extent do you think investigative authorities (primarily the specialized units of the Office of the Attorney General and National Police—the PETT and the ADT, respectively) were able to produce higher-quality investigations that resulted in more arrests and rescues? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM administrative and support staff, IJM volunteers
3.b).	Outcome 2: To what extent do you think the Office of the Attorney General is more capable of filing high-quality indictments and litigating well before judges who are educated about the problem and who issue appropriate rulings? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM administrative and support staff, IJM volunteers
3.c).	Outcome 3: To what extent do you think survivors receive more sensitive treatment? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	Survivor network, IJM administrative and support staff, IJM volunteers
3.c). i	Outcome 3: To what extent do you think survivors receive services that help them achieve a complete recovery? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	Survivor network, IJM administrative and support staff, IJM volunteers
3.c).ii.	Outcome 3: To what extent do you think survivors form part of the movement against CSEC and sex trafficking? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	Survivor network, IJM administrative and support staff, IJM volunteers
3.d).	Outcome 4: To what extent do you think the Dominican government has given more priority to eliminating CSEC and sex trafficking? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	Survivor network, IJM administrative and support staff, IJM volunteers
4 Impact		
4.a).	To what extent do you think the neighborhoods and communities you live in are now protected from ¹⁴⁴ CSEC and sex trafficking? Please provide an example and give a potential reason. (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	Survivor network
4.a).	To what extent do you think the IJM DR program achieved protection for CSEC and sex trafficking victims in the DR? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	IJM administrative and support staff, IJM volunteers
4.b).	To what extent has improved performance ¹⁴⁵ reduced prevalence ¹⁴⁶ ? (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	Survivor network, IJM administrative and support staff, IJM volunteers
4.c).	To what extent has improved performance increased confidence? ¹⁴⁷ (0 means “not at all” and 3 means “to a great extent”) Please explain your response.	Survivor network, IJM administrative and support staff, IJM volunteers

¹⁴⁴ IJM identifies protection as “the array of benefits that accrue to people in poverty through a transformed justice system. People are protected from violence when the justice system acts as a deterrence to perpetrators; is attractive for victims to report crimes and pursue cases; performs well in those cases; and has the confidence of key stakeholders.” Endline prevalence study, page 7 (glossary).

¹⁴⁵ Results indicator that measures how well the PJS addresses reported cases of the crime in question in terms of (a) the progression of cases, and (b) applying desirable behaviors and attitudes.

¹⁴⁶ Impact indicator that measures the percentage of the target population that is or has been a victim during a set time in a specific area.

¹⁴⁷ Impact indicator that measures the percentage of victims of the target population who reported the crime to the PJS (compared to those who reported it to an informal system and those who did not reported at all) during a set time and in a specific area.

¹⁴⁸ Results indicator that measures victims’ reliance on the PJS.

4.d).	To what extent did improved performance increase ¹⁴⁸ victims' reliance on the PJS? (0 means "not at all" and 3 means "to a great extent") Please explain your response.	Survivor network, IJM administrative and support staff, IJM volunteers
4.f).	To what extent do you think the changes in CSEC and sex trafficking in the Dominican Republic can be attributed to IJM's intervention? (0 means "not at all" and 3 means "to a great extent") Please explain your response, and if you think other factors could have influenced the changes, please list them.	Survivor network, IJM administrative and support staff, IJM volunteers
5. Case management		
5.a).	To what extent do you think the program's planning, coordination, and monitoring helped it achieve its outcomes? (0 means "not at all" and 3 means "to a great extent") Please explain your response.	IJM administrative and support staff, IJM volunteers
5.a).	To what extent do you think the program's leadership created a work environment that fostered collaboration, dedication, and teamwork to effectively achieve the program's outcomes? (0 means "not at all" and 3 means "to a great extent") Please explain your response.	IJM administrative and support staff, IJM volunteers
5.b).	To what extent do you think the IJM DR program effectively innovated throughout its life cycle? (0 means "not at all" and 3 means "to a great extent") Please explain your response.	IJM administrative and support staff, IJM volunteers
5.b). i.	To what extent do you think the program adopted innovative and effective measures to overcome implementation difficulties during the COVID-19 pandemic? (0 means "not at all" and 3 means "to a great extent") Please explain your response.	IJM administrative and support staff, IJM volunteers
5.c).	To what extent do you think IJM DR's contributions are useful and applicable beyond the local Dominican context? (0 means "not at all" and 3 means "to a great extent") Please explain your response.	Survivor network, IJM administrative and support staff, IJM volunteers
5.c). i.	What do you think are lessons learned from the program? To what degree do you think they can be replicated in other countries?	IJM administrative and support staff, IJM volunteers
6. Sustainability		
6.a).	To what extent do you think IJM DR's contributions to the survivor network are sustainable over the long term and will not be reversed? (0 means "not at all" and 3 means "to a great extent") Please explain your response.	Survivor network
6.a).	To what extent do you think the project's benefits (for example, knowledge and skills developed, tools provided, and materials provided) will continue on and be sustainable after the project ends? (0 means "not at all" and 3 means "to a great extent") Please explain your response.	IJM administrative and support staff, IJM volunteers

6.b).	<p>To what extent do you think that PJS institutions have institutionalized protection against violence for people living in poverty?</p> <p>(0 means “not at all” and 3 means “to a great extent”)</p> <p>Please explain your response.</p>	IJM administrative and support staff, IJM volunteers
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3. Online Survey Questionnaire

General information/evaluation criteria	Questions
1. General information	<p>Please select your gender:</p> <ul style="list-style-type: none"> • Female • Male • Other
2. General information	<p>Please select the province where you work:</p> <ul style="list-style-type: none"> • Distrito Nacional • Santiago • Duarte • Barahona • San Juan • La Altagracia • Valverde Mao • Puerto Plata • Other (please state)
3. General information	<p>Please select your position within the PJS:</p> <ul style="list-style-type: none"> • Police • Judiciary • Office of the Attorney General • National System for the Protection of Children’s Rights: CONANI • Non-profit organization (NGO) • Other (please state)
4. Local relevance	<p>To what extent do you think it was necessary to train PJS staff on CSEC and sex trafficking?</p> <ul style="list-style-type: none"> • (0 means “not at all” and 3 means “to a great extent”) • I don’t know • Please explain your response.
5. Local relevance	<p>To what extent do you think the trainings you received from the IJM DR program were relevant to addressing the problem of CSEC in the Dominican Republic?</p> <ul style="list-style-type: none"> • (0 means “not at all” and 3 means “to a great extent”) • I don’t know • Please explain your response.
6. Local relevance	<p>To what extent do you think the program’s training meets the needs and priorities of the institution you are part of?</p> <ul style="list-style-type: none"> • (0 means “not at all” and 3 means “to a great extent”) • I don’t know • Please explain your response.
7. Participation of key stakeholders	<p>To what extent do you think the training helped improve collaboration and coordination between the institutions involved in the response to CSEC?</p> <ul style="list-style-type: none"> • (0 means “not at all” and 3 means “to a great extent”) • I don’t know • Please explain your response.

General information/evaluation criteria	Questions
8. Effectiveness	<p>To what extent do you think the training led to higher quality investigations of CSEC and sex trafficking that result in more suspects being arrested and more victims being rescued?</p> <ul style="list-style-type: none"> • (0 means “not at all” and 3 means “to a great extent”) • I don’t know • Please explain your response.
9. Effectiveness	<p>To what extent do you think the training helped prosecutors and judges improve how they handle CSEC and sex trafficking cases?</p> <ul style="list-style-type: none"> • (0 means “not at all” and 3 means “to a great extent”) • I don’t know • Please explain your response.
10. Effectiveness	<p>To what extent do you think the program’s trainings helped PJS personnel treat survivors in a more sensitive way and provide services that facilitated their complete recovery?</p> <ul style="list-style-type: none"> • (0 means “not at all” and 3 means “to a great extent”) • I don’t know • Please explain your response.
11. Impact	<p>To what extent do you think the trainings helped reduce cases of CSEC and sex trafficking in the Dominican Republic?</p> <ul style="list-style-type: none"> • (0 means “not at all” and 3 means “to a great extent”) • I don’t know • Please explain your response.
12. Case management	<p>How innovative do you think the training was compared to other trainings on CSEC and sex trafficking, given the context of the pandemic?</p> <ul style="list-style-type: none"> • (0 means “not at all” and 3 means “to a great extent”) • I don’t know • Please explain your response.
13. Case management	<p>To what extent do you think any key aspects of the training need to be improved?</p> <ul style="list-style-type: none"> • (0 means “not at all” and 3 means “to a great extent”) • I don’t know • Please explain your response, and if you do think improvements are necessary, what should be improved?
14. Sustainability	<p>To what extent did you apply the knowledge and/or tools you got from the training in your work?</p> <ul style="list-style-type: none"> • (0 means “not at all” and 3 means “to a great extent”) • I don’t know • Please explain your response.
15. Sustainability	<p>To what extent do you think the training contributed to a sustainable, long-term response to CSEC and sex trafficking by the PJS?</p> <ul style="list-style-type: none"> • (0 means “not at all” and 3 means “to a great extent”) • I don’t know • Please explain your response.

General information/evaluation criteria	Questions
16. Human Rights	<p>To what extent do you think the training covered the interests, needs, and priorities of groups that suffer discrimination (women, minors, people with disabilities, people from specific ethnicities, etc.)?</p> <ul style="list-style-type: none"> • (0 means “not at all” and 3 means “to a great extent”) • I don’t know • Please explain your response.
17. Lessons learned	<p>What lessons did you learn from the training to take into account in the future?</p>
18. Other	<p>Would you like to add any comments about the 2013–2022 International Justice Mission program in the Dominican Republic on CSEC and sex trafficking?</p>

4. Field observation guide

1. Local relevance	<ul style="list-style-type: none"> ➤ Observe whether the program’s interventions focused on PJS units that work with CSEC and sex trafficking victims.
2. Participation of key stakeholders	<ul style="list-style-type: none"> ➤ Verify whether in observed actions there was communication with other PJS institutions, CSOs, and other key stakeholders, and whether they jointly participated in IJM activities. ➤ Obtain information about how survivor leadership might have influenced government decisions.
3. Effectiveness	<ul style="list-style-type: none"> ➤ Observe: <ul style="list-style-type: none"> • Whether investigative officials do high quality work and whether arrests and rescues increased. • Whether the Office of the Attorney General files high-quality indictments, whether prosecutors and judges take a sensitive approach to cases, and whether courts issue appropriate rulings. • Whether survivors receive sensitive treatment that avoids re-victimizing them, and whether they receive support to achieve a complete recovery.
4. Impact	<ul style="list-style-type: none"> ➤ Observe: <p>The response for CSEC and sex trafficking victims:</p> <ul style="list-style-type: none"> • Whether they are given protection. • Whether they receive specialized services that are specific to the trauma they suffered. • Whether officials and victims are confident in the PJS’s response. • The relationship between the domains of prevalence, performance, confidence, and victims’ reliance on the PJS.
5. Case management	<ul style="list-style-type: none"> ➤ Observe whether any innovative methods provided by IJM are being used. ➤ Verify whether observed practices are part of the IJM program’s contributions and whether they would be useful and applicable beyond the local Dominican context.
6. Sustainability	<ul style="list-style-type: none"> ➤ Observe the level of sustainability of the IJM program’s contributions. ➤ Observe whether the beneficiaries of these contributions have taken ownership of them and use them in their work.

DOCUMENTS SUBMITTED BY IJM

1. Actores Capacitados

- 1.1 Matriz Maestra de Monitoreo de actores capacitados
- 1.2 After Care Listados 2021 y 2022
 - 1.2.1 Matriz Maestra Monitoreo
 - 1.2.2 2021 After Care (todos los listados de asistencia)
 - 1.2.3 2022 After Care (todos los listados de asistencia)
 - 1.2.4 Sigüientes documentos contiene los listados de asistencia por separado

2. Documentos de comunicaciones y medios

- 2.1 Activación de socios
 - 2.1.1 Documentos de comunicación para evaluación externa
 - 2.1.1.1 Capacitación para periodistas
 - 2.1.1.1.1 Equipos de prensa
 - 2.1.1.1.1.1 Agenda Capacitación prensa
 - 2.1.1.1.1.2 Cuidado Informado del Trauma
 - 2.1.1.1.1.3 Listados participantes CONANI
 - 2.1.1.1.2 Periodistas
 - 2.1.1.1.2.1 Presentación IJM
 - 2.1.1.2 Manual de comunicación interna
 - 2.1.1.2.1 Encuadre Marcas 2020
 - 2.1.1.2.2 Guía de comunicaciones IJM
 - 2.1.1.3 Planes de comunicación
 - 2.1.1.3.1 Plan 2017
 - 2.1.1.3.2 Plan 2018
 - 2.1.1.3.3 Plan 2021
 - 2.1.1.3.4 Plan de Medios Contra el Matrimonio Infantil
 - 2.1.1.4 Publicaciones Logradas
 - 2.1.1.4.1 Año 2014
 - 2.1.1.4.1.1 Caso Los Alpes
 - 2.1.1.4.1.1.1 Operation Nuevo Mundo Update
 - 2.1.1.4.1.1.2 A prisión acusados de explotar sexualmente a menores
 - 2.1.1.4.1.1.3 Envían a prisión acusados de explotar menores en Boca Chica
 - 2.1.1.4.1.1.4 HIS Dominican Authorities dismantle Human Trafficking Ring
 - 2.1.1.4.2 Año 2015
 - 2.1.1.4.2.1 Caso el Francés
 - 2.1.1.4.2.1.1 MP somete a un francés y a un dominicano acusados de Pederastia
 - 2.1.1.4.2.2 Caso Orlando Ortiz
 - 2.1.1.4.2.2.1 ¡Desgarrador! Envían a la cárcel Ex general por abuso
 - 2.1.1.4.2.3 Condena en caso Mariana (+ 7 doc noticias)
 - 2.1.1.4.2.4 Rescate de bar Barahona (+ 11 doc noticias)
 - 2.1.1.4.2.5 Rescate de Villa Agua dulce (+ 14 doc noticias)
 - 2.1.1.4.2.6 Rescate de Ensanche La Paz (+ 3 doc noticias)
 - 2.1.1.4.3 Año 2016
 - 2.1.1.4.3.1 Caso Bonao (+ 1 doc noticias)
 - 2.1.1.4.3.2 Caso Bar Basilio (+ 1 doc noticias)
 - 2.1.1.4.3.3 Caso Ronny (+ 1 doc noticias)
 - 2.1.1.4.3.4 Caso Villa Francisca (+ 3 doc noticias)
 - 2.1.1.4.3.5 Rescate Doll House (+ 2 doc noticias)
 - 2.1.1.4.4 Año 2017
 - 2.1.1.4.4.1 Caso buhonero (+ 2 doc noticias)
 - 2.1.1.4.4.2 Caso Castillo (+ 2 doc noticias)
 - 2.1.1.4.4.3 Caso El Conde (+ 3 doc noticias)
 - 2.1.1.4.4.4 Caso Giuseppe Sgarbi (+ 2 doc noticias)
 - 2.1.1.4.4.5 Caso Jon Zachary (+ 4 doc noticias)
 - 2.1.1.4.4.6 Caso La Paz (+ 1 doc noticias)
 - 2.1.1.4.4.7 Caso Luis Tejada (+ 1 doc noticias)

- 2.1.1.4.4.8 Caso Orlando Ortiz (+ 1 doc noticias)
 - 2.1.1.4.4.9 Caso Paradero El Cuarenta (+ 2 doc noticias)
 - 2.1.1.4.4.10 Caso R. Tatis (+ 1 doc noticias)
 - 2.1.1.4.4.11 Caso Sasha (+ 1 doc noticias)
 - 2.1.1.4.4.12 Caso Theodore Symonds (+ 1 doc noticias)
 - 2.1.1.4.4.13 Combatir la Trata de Personas (+ 1 doc noticias)
 - 2.1.1.4.4.14 Firma del convenio con Compassion (+ 2 doc noticias)
 - 2.1.1.4.4.15 Firma del convenio con la VP (+ 5 doc noticias)
 - 2.1.1.4.5 Año 2018
 - 2.1.1.4.5.1 Atletas de NFL (+ 10 doc noticias y convenios CONANI)
 - 2.1.1.4.5.2 Caso Giuseppe Sgarbi (+ 2 doc noticias)
 - 2.1.1.4.5.3 Caso la Pony (+ 13 doc noticias)
 - 2.1.1.4.5.4 Caso Los Alpes (+ 1 doc noticias)
 - 2.1.1.4.5.5 Caso Ronny(+ 1 doc noticias)
 - 2.1.1.4.5.6 Caso Theodore Symonds (+ 4 doc noticias)
 - 2.1.1.4.5.7 Entrenamiento con Policía en Santiago (+ 1 doc noticias)
 - 2.1.1.4.5.8 Firma del convenio con la Escuela Nacional de la Judicatura (+ 1 doc noticias)
 - 2.1.1.4.5.9 Gaceta Judicial (+ 2 artículos de Sonia)
 - 2.1.1.4.5.10 ONG realiza acciones para combatir la Trata (+ 1 doc noticias)
 - 2.1.1.4.5.11 Plan Nacional de acción Contra la Trata (+ 11 doc noticias)
 - 2.1.1.4.5.12 Premio Madre de valor 2018 (+ 1 doc noticias)
 - 2.1.1.4.6 Año 2019
 - 2.1.1.4.6.1 Caso Sori (+ 5 doc noticias)
 - 2.1.1.4.6.2 Panel Visión Mundial (+ 2 doc noticias)
 - 2.1.1.4.6.3 Visita Clayton Kershaw (+ 3 doc noticias)
 - 2.1.1.4.7 Q1- 2020-2021 Communication Media Report (varios documentos)
 - 2.1.1.4.8 Q1- 2021-2022 Communication Media Report (varios documentos)
 - 2.1.1.4.9 Q1- 2022-2023 Communication Media Report (varios documentos)
 - 2.1.1.4.10 Q2- 2020-2021 Communication Media Report (varios documentos)
 - 2.1.1.4.11 Q2- 2021-2022 Communication Media Report (varios documentos)
 - 2.1.1.4.12 Q2 2022-2023 Communication Media Report (varios documentos)
 - 2.1.1.4.13 Q3- 2020-2021 Communication Media Report (varios documentos)
 - 2.1.1.4.14 Q3- 2021-2022 Communication Media Report (varios documentos)
 - 2.1.1.4.15 Q3- 2022-2023 Communication Media Report (varios documentos)
 - 2.1.1.4.16 Q4- 2020-2021 Communication Media Report (varios documentos)
 - 2.1.1.4.17 Q4- 2021-2022 Communication Media Report (varios documentos)
- 2.2 Campañas educativas
- 2.2.1 Atención a las Víctimas
 - 2.2.1.1 Atención a la Víctima
 - 2.2.1.2 Listado de influencers
 - 2.2.2 Cambiemos las Cosas
 - 2.2.2.1 Ideas (varios documentos)
 - 2.2.2.2 Internacional (varias Fotos)
 - 2.2.2.3 Latam (varias Fotos)
 - 2.2.2.4 Nacional (varias Fotos)
 - 2.2.3 Hasta que todos seamos libres
 - 2.2.3.1 Mensaje para las vallas
 - 2.2.3.2 Mensaje para videos
 - 2.2.3.3 Vallas
 - 2.2.3.4 Video
 - 2.2.4 Matrimonio Infantil
 - 2.2.4.1 Guión Matrimonio
 - 2.2.4.2 Video

3. Documentos Programáticos

- 3.1 R1. Trabajo Investigativo
 - 3.1.1 R1-SR-A Investigación Policial
 - 3.1.1.1 EDI
 - 3.1.1.1.1 Lineamientos Operativos Final
 - 3.1.1.1.2 Pet Versión 5.0
 - 3.1.1.1.3 Sobre el Desarrollo de EDI

- 3.1.1.1.4 Taller Impartido Capitán Valenzuela
- 3.1.1.2 Paquete de Investigador de Trata
- 3.1.2 R1-SR-B Investigación MP (vacía)
- 3.1.3 R1-SR-C Investigación Sistemas de Gestión
 - 3.1.3.1 Manual Investigador y Usuario PN RD
 - 3.1.3.2 Sistematización Visita de Intercambio RD Proyecto JTIP agosto 2022
- 3.2 R2. Persecución Legal
 - 3.2.1 R2-SR-A Persecución Fiscalía
 - 3.2.1.1 Anexo estándar de Calificación de Acusaciones (ECA)
 - 3.2.2 R2-SR-B Poder Judicial
 - 3.2.2.1 Anexo estándar de Calificación de Sentencias (ECS)
 - 3.2.3 Informe de Reunión de Requerimientos JTIP RD mayo 2022
 - 3.2.4 SISTEM (Sistematización Visita de Intercambio a Guatemala 2022)
- 3.3 R3. Servicios para Sobrevivientes:
 - 3.3.1 R3-SR-A Cuidado Informado del Trauma (CIT)
 - 3.3.1.1 Análisis de efectividad
 - 3.3.1.1.1 Análisis de sensibilidad y capacitación...
 - 3.3.1.1.2 Cuadros
 - 3.3.1.2 Materiales sobre el CIT IJM Global
 - 3.3.1.2.1 CIT Manual
 - 3.3.1.3 Capacitación virtual de CIT y herramientas
 - 3.3.1.4 Guía CIT entrevista forense o jurídica (pdf)
 - 3.3.1.5 Guía CIT entrevista forense o jurídica (png)
 - 3.3.1.6 Guía CIT Operativo de Rescate (pdf)
 - 3.3.1.7 Guía CIT Operativo de Rescate (png)
 - 3.3.1.8 Guía CIT Traslado al hogar o Fiscalía (pdf)
 - 3.3.1.9 Guía CIT Traslado al hogar o Fiscalía (png)
 - 3.3.1.10 Guía de Cuidado Informado del Trauma para la Gestión de Casos (pdf)
 - 3.3.1.11 Guía de Cuidado Informado del Trauma para la Gestión de Casos (png)
 - 3.3.1.12 Guía de Identificación ESCNNA para médicos (png)
 - 3.3.2 R3-SR-B Recuperación Integral
 - 3.3.2.1 Red de Proveedores de Servicios
 - 3.3.2.1.1 1era Mesa de Trabajo Red de Proveedores 12 de Agosto 2021
 - 3.3.2.1.1.1 1era actividad Dominios y Aportes de las Instituciones
 - 3.3.2.1.1.2 2021.07.20 Reunión de Planificación para agosto
 - 3.3.2.1.1.3 2021.08.11 1era Mesa de trabajo Red de Proveedores (pdf)
 - 3.3.2.1.1.4 2021.08.11 1era Mesa de trabajo Red de Proveedores (ppt)
 - 3.3.2.1.1.5 2da Actividad Flujo de Casos
 - 3.3.2.1.1.6 3era Actividad Futuras Mesas de Trabajo
 - 3.3.2.1.1.7 Agenda interna para Evento de la Red Proveedores de Servicios
 - 3.3.2.1.1.8 Agenda para Mesa de Trabajo de la Red de Proveedores de Servicios
 - 3.3.2.1.1.9 Paquete de Gestión de Casos 2020.09
 - 3.3.2.1.1.10 REDDEP (puntos importantes 1era mesa de trabajo email de agosto 2021)
 - 3.3.2.1.2 Política Sobre el Servicio al Sobreviviente 26.01.22
 - 3.3.2.2 ESO Manual de Orientación (evaluación del sobreviviente)
 - 3.3.2.3 Paquete de Gestión de Casos 2020.09.05
 - 3.3.2.4 Sobre Restauración en IJM
 - 3.3.3 R3-SR- C Red de Sobrevivientes
 - 3.3.3.1 Grupos Focales
 - 3.3.3.1.1 Informe 2do grupo focal 10 de febrero
 - 3.3.3.1.2 Informe sobre los aportes de la Ley de Víctimas
 - 3.3.3.1.3 Plantilla grupo focal
 - 3.3.3.2 2020 Survivor Leadership Toolkit Final Español
 - 3.3.3.3 2020 Survivor Leadership Toolkit Final Inglés
 - 3.3.3.4 GSN Local Group Chapter DR 2021.02.26
 - 3.3.3.5 IJM GSN Advocacy Learner Resource Packet (español)
- 3.4 R4. Priorización Estatal
 - 3.4.3.1 R4- SR-A-Iglesia (carpeta vacía)
 - 3.4.3.2 R4- SR- B - ONG Sociedad Civil
 - 3.4.3.3 R4- SR-C- Medios de Comunicación (carpeta vacía)

- 3.4.3.4 R4-SR- D Matrimonio Infantil
 - 3.4.3.4.1 Acción de Inconstitucionalidad Matrimonio Infantil
- 3.4.3.5 R4-SR-E Modificación de Ley de TDP
 - 3.4.3.5.1 Llegando al Nivel 1. Una respuesta al informe TIP 2020
 - 3.4.3.5.2 Llegando al Nivel 1. Una respuesta al informe TIP 2021
 - 3.4.3.5.3 Measuring Partner Activation DR Trafficking law
 - 3.4.3.5.4 Propuesta IJM para CONANI
 - 3.4.3.5.5 Propuesta IJM para la Policía Nacional
 - 3.4.3.5.6 Propuesta IJM para la Procuraduría General de la República
 - 3.4.3.5.7 Resumen del Trabajo de IJM RD para legisladores
- 3.4.3.6 R4-SR- F Instituto y Ley de la Víctima
 - 3.4.3.6.1 Acción de Inconstitucionalidad Rep. Víctimas
 - 3.4.3.6.2 Informe General Visita al Instituto de la Víctima de Guatemala
 - 3.4.3.6.3 Medición de Activación Ley de Víctimas
- 3.4.3.7 Sobre medición de Activación IJM RD (contiene un link al tutorial partnet activation tool)

4. Documentos Programáticos Conceptuales

- 4.1 Evolución Programática Versiones Iniciales
 - 4.1.1 Copia Marco Lógico V2 ENG
 - 4.1.2 Marco Lógico Abril 2018
 - 4.1.3 Marco Lógico V.2
 - 4.1.4 Marco Lógico V.3 GE Edits
 - 4.1.5 Marco Lógico V.5 Spanish
 - 4.1.6 Marco Lógico V.6 Spanish
 - 4.1.7 Marco Lógico V.7 Spanish
 - 4.1.8 Marco Lógico V.8 3 de Noviembre antes de cambios
 - 4.1.9 Marco Lógico V.8
 - 4.1.10 Marco Lógico V.9
- 4.2 Propuestas internas IJM, Fundación de oficina y bussines cases
 - 4.2.1 2018 Dominican Republic Program Plan
 - 4.2.2 Dominican Republic Full Proposal Final
 - 4.2.3 Pre site Reseach ONGs and Institutions in DR
 - 4.2.4 Program Invesment Business Case DR
 - 4.2.5 Roadmap
- 4.3 Propuestas para subvenciones
 - 4.3.1 JTIP 2013
 - 4.3.1.1 DR Grant Agreement
 - 4.3.1.2 IJM Dominican Republic Budget Narrative Final
 - 4.3.1.3 IJM DR Common Performance Indicator Final
 - 4.3.1.4 IJM DR JTIP Narrative Final
 - 4.3.1.5 IJM DR Long Frame Final
 - 4.3.1.6 Ministerio Público Letter with English Traslation
 - 4.3.1.7 Public Ministry Letter of Support
 - 4.3.1.8 World Vision Letter
 - 4.3.2 JTIP 2019
 - 4.3.2.1 JTIP DR MARCH 2019 Logic Model
 - 4.3.2.2 JTIP DR MARCH 2019 Proposal Narrative
 - 4.3.3 JTIP 2021 Extensión de Costos 2019
 - 4.3.3.1 JTIP IJM DR Cost Extensión Logic Model
 - 4.3.3.2 JTIP IJM DR Cost Extensión Proposal Narrative
 - 4.3.4 JTIP 2017 Propuesta no exitosa
 - 4.3.4.1 Secction 10 IJM DR FY17 DR CONANI Letter
 - 4.3.4.2 Secction 10 IJM DR FY17 DR National Police
 - 4.3.4.3 Section 10 IJM DR FY17 DR PROSOLI
 - 4.3.4.4 Section 10 IJM DR FY17 DR Public Ministry
 - 4.3.4.5 Section 2 IJM DR Proposal Narrative
 - 4.3.4.6 Section 3 IJM DR Logic Model
 - 4.3.4.7 Section 4 IJM DR FY2017 Common Performance Indicators
 - 4.3.4.8 Section 5 IJM DR FY2017 Timeline
 - 4.3.4.9 Section 6A IJM DR FY2017 Budget Summary
 - 4.3.4.10 Section 6B IJM DR FY2017 Budget details

- 4.3.4.11 Section 6C IJM DR FY2017 Budget Narrative
- 4.3.4.12 Section 8 IJM DR CV Daisy Nuñez
- 4.3.4.13 Section 8 IJM DR Key Personnel qualities
- 4.3.4.14 Section 8 IJM DR Resume Fernando Rodríguez
- 4.3.4.15 Section 8 IJM DR Resume Robert Alfonzo
- 4.3.4.16 Section 8 IJM DR Resume Sonia Hernández
- 4.3.4.17 Section 9 IJM DR FY17 Certification
- 4.4 Global Program Standards_10 March 2020
- 4.5 Marco Lógico IJM RD Final
- 4.6 Narrativa Programa IJM Final
- 4.7 PCN DR Final (Program Concept Note)
- 4.8 Teoría del Cambio RD Final
- 4.9 TOC RD Final
- 5. Fichas Informativas**
 - 5.1 Fichas Informativas República Dominicana
 - 5.2 Folleto República Dominicana
 - 5.3 IJM 20 Fact Sheet Country RD
- 6. Historias de Sobrevivientes y Staff IJM**
 - 6.1 2014 IJM Arrest in One of firts Cases
 - 6.2 2015 Campaign 5 Clarisa rescue in DR
 - 6.3 2015.03 DR Launch and study Release
 - 6.4 2015.04 Undercover up free girls in DR
 - 6.5 2015.06 Clarisa story
 - 6.6 2015.08 IJM DR First Conviction in Miranda Case
 - 6.7 2015.10 Clarisa story
 - 6.8 2015.12 Clarisa Conviction
 - 6.9 2015.12 Clarisa Conviction FINAL
 - 6.10 2016.04 Amanda Story DR
 - 6.11 2016.07 Liana Story
 - 6.12 2016.07 Newsletters Liana story
 - 6.13 2016.12 15 Colombian Women Rescued from Dominican Nightclub
 - 6.14 2017.02 2 Teen Girls recued in DR
 - 6.15 2017.04 Foreigners arrested in DR
 - 6.16 2017.06 Sister rescued from exploitation
 - 6.17 2017.09 BreakingNews Second Conviction
 - 6.18 2017.10.03 Highest Conviction DR
 - 6.19 2017.10.17 Teenager rescued from exploitation
 - 6.20 2018 DR Daysi story Package
 - 6.21 2018.05 Dominican Government Launches
 - 6.22 2018.06 Six venezuelans rescued
 - 6.23 2018.11 Six Women rescued for exploitation
 - 6.24 2019.01 A Mother desperate Plea Mobilize police
 - 6.25 2109. German Perpetrator sentences to 20 years in DR
 - 6.26 2019.07 Julian and Mariano Story
 - 6.27 2020 staff Story Jose Monteiro
 - 6.28 2020 Staff Story Lawyer Raisy Marte
 - 6.29 2020.05 Rescue Operation Amid COVID 19
 - 6.30 2020.06 Rescued Church speak up. A minor freed from exploitation sexual
 - 6.31 2020.06.24 International Justice Mission urge Dominican Court to declare Child Marriage Unconstitutional
 - 6.32 2020.17.06 Two operation four girls rescued from violence
 - 6.33 2020.10 Three young children rescued german citizen
 - 6.34 2020.11.20 Dominican Republic President of house representative take a stand against child marriage
 - 6.35 2021 staff Story Josefina Cruz
 - 6.36 2021 Survivor study Dominican Republic Francesca
 - 6.37 2021 Dominican Congress Modifies law to end Children Marriage
 - 6.38 2021.01.08 Dominican President approved bill to end Child Marriage
 - 6.39 2021.01.26 Six rescued three arrested DR
 - 6.40 2021.02.11 Appeals court increase sentences in trafficking cases
 - 6.41 2021.02.25 IJM and Aereodom sign interintititutional agreement to end trafficking

- 6.42 2021.02.26 Three Teen rescued. Two arrested
- 6.43 2021.03 IJM and Dominican National School of the Public Ministry join forces
- 6.44 2022.08 Women sentenced to 15 years for trafficking two girls in DR
- 6.45 Deysi one page story impact
- 6.46 Stop trafficking in Dominican Republic

7. Informes de Estudios de Protección

- 7.1 Estudios de otras instituciones para referencia
 - 7.1.1 Bibliography and studies and publications for IJM DR
 - 7.1.2 DOL 2015
 - 7.1.3 OIM 2016
 - 7.1.4 UNFPH Encuesta Nacional de Inmigrantes
- 7.2 DR Qualitative Study 2015
- 7.3 Estudio Prevalencia de la ESCNNA RD Línea Final Oficial
- 7.4 Estudio Sobre la respuesta del SPJ dominicano a la ESCNNA y TDP 2010-2022 Oficial
- 7.5 Prevalence Base Line ENG
- 7.6 Prevalencia Línea Base Español
- 7.7 Protection Indicators

8. Informes Trimestrales

- 8.1 Informes para IJM Global
 - 8.1.1 Reportes Comunicaciones
 - 8.1.1.1 2018 -Q1 -DR Report
 - 8.1.1.2 2018-Q2-DR Report
 - 8.1.1.3 2018 -Q3 -DR Report
 - 8.1.1.4 2018 -Q4 -DR Report
 - 8.1.1.5 2019 -Q1 -DR Report
 - 8.1.1.6 2019-Q2-DR Report
 - 8.1.1.7 2019 -Q3 -DR Report
 - 8.1.1.8 2019 -Q4 -DR Report
 - 8.1.1.9 2020 Stub Year
 - 8.1.1.10 FYE 2022 Q1 DR Report
 - 8.1.1.11 FYE 2022 Q2 DR Report
 - 8.1.1.12 FYE 2022 Q3 DR Report
 - 8.1.1.13 FYE 2021 Q1 DR Report
 - 8.1.1.14 FYE 2021 Q2 DR Report
 - 8.1.1.15 FYE 2021 Q3 DR Report
- 8.2 JTIP 2013
 - 8.2.1 10,2016
 - 8.2.1.1 IJM RD October 2016
 - 8.2.1.2 IJM Report 4Q Year 3 of JTIPO Grant
 - 8.2.2 Evaluación de la subvención JTIP 2013
 - 8.2.2.1 Evaluación investigaciones JTIP
 - 8.2.2.2 Evaluación JTIP Apuntes
 - 8.2.2.3 Evaluación Legal
 - 8.2.3 Quaterly Financial Reports
 - 8.2.3.1 2013 Q4 JTIP DR Federal Report- 1st Report for Grant
 - 8.2.3.2 2014 Q1 JTIP DR Federal Report- 2nd Report for Grant
 - 8.2.3.3 2014 Q2 JTIP DR Federal Report- 3rd Report for Grant
 - 8.2.3.4 2014 Q3 JTIP DR Federal Report- 3rd Report for Grant
 - 8.2.3.5 2014 Q4 JTIP DR Federal Report- 3rd Report for Grant
 - 8.2.3.6 2015 Q1 JTIP DR Federal Report- 2nd Report for Grant
 - 8.2.3.7 2015 Q2 JTIP DR Federal Report- 3rd Report for Grant
 - 8.2.3.8 2015 Q3 JTIP DR Federal Report- 3rd Report for Grant
 - 8.2.3.9 2015 Q4 JTIP DR Federal Report- 3rd Report for Grant
 - 8.2.3.10 2016 Q1 JTIP DR Federal Report- 3rd Report for Grant
 - 8.2.3.11 2016 Q JTIP DR Federal Report- 3rd Report for Grant
 - 8.2.4 Site Visit October 2016
 - 8.2.4.1 Site Visit October 2016
 - 8.2.5 IJM DR April 2014 Report
 - 8.2.6 IJM DR JTIP Quarterly Report
 - 8.2.7 IJM DR JTIP Quarterly Report Q4 2014 ver. 2

- 8.2.8 IJM DR JTIP Quarterly Report Q4 2014
- 8.2.9 IJM DR JTIP Quarterly Report Q4 Sep 2014
- 8.2.10 IJM DR JTIP Quarterly Report Q4 Sep 2014
- 8.2.11 IJM DR Julio 2014 Report
- 8.2.12 IJM DR Octubre 2014 Report
- 8.2.13 IJM DR Q1 2014 Report
- 8.2.14 IJM DR Quarterly Report April 2015
- 8.2.15 IJM DR Quarterly Report Jan 2015
- 8.2.16 IJM DR Quarterly Report Jan 2015 Feb 3
- 8.2.17 IJM DR Quarterly Report Jan 2015 FINAL
- 8.2.18 IJM DR Quarterly Report July 2015
- 8.2.19 IJM DR Quarterly Report Oct 2015
- 8.2.20 IJM DR Quarterly Report Template
- 8.2.21 IJM DR Q4 2013 SF-PPR
- 8.2.22 IJM DR Common Performance Indicators (CPI) FINAL
- 8.2.23 IJM DR CPI April 2015
- 8.2.24 IJM DR CPI April 2016
- 8.2.25 IJM DR CPI January 2015
- 8.2.26 IJM DR CPI January 2016
- 8.2.27 IJM DR CPI July 2015
- 8.2.28 IJM DR CPI October 2014
- 8.2.29 IJM DR CPI October 2015
- 8.2.30 IMJ DR CPI`s F16 Q3
- 8.2.31 IJM DR Q4 2013 Narrative Report
- 8.2.32 IJM DR Report 1Q Year 3 of TIP Grant
- 8.2.33 IJM DR Report 2Q Year 3 of TIP Grant
- 8.2.34 IJM DR Report 4Q Year 3 of TIP Grant
- 8.2.35 IJM DR Report Jan to March 2016
- 8.2.36 IJM Report FY16 Q3
- 8.2.37 IJM DR SF PPR April 2014
- 8.2.38 IJM DR SF PPR July 2014
- 8.2.39 New Template Feb 2015
- 8.2.40 SF PPR 2
- 8.2.41 SF PPR 2 (pdf)
- 8.3 JTIP 2019-2022
 - 8.3.1 FY19 Q3 Apr-jun 2019
 - 8.3.1.1 IJM DR JTIP Quarterly Report Apr- Jun 2019
 - 8.3.2 FY19 Q4 Jul-sep 2019
 - 8.3.3 FY20 Q1 Oct- dec 2019
 - 8.3.4 FY20 Q2 Jan-March 2020
 - 8.3.5 FY20 Q3 Ap-Jun 2020
 - 8.3.6 FY20 Q4 jul-Sep 2020
 - 8.3.7 FY21 Q1 Oc-Dic 2020
 - 8.3.7.1 For referent
 - 8.3.7.2 For pictures
 - 8.3.7.3 Otros DOCS
 - 8.3.8 FY21 Q2 Jan - March 2021
 - 8.3.9 FY21 Q3 Apr-jun 2021
 - 8.3.10 FY21 Q4 Jul-sep-2021
 - 8.3.11 FY22 Q1 Oct- Dec 2021
 - 8.3.12 FY22 Q2 Jan- March 2022
 - 8.3.12.1 1 video AERODOM
 - 8.3.12.2 Otros docs
 - 8.3.13 FY22 Q3 Ap- Jul 2022
 - 8.3.14 FY22 Q4 Jul- Sep 2022
 - 8.3.14.1 Carpeta Annexes
 - 8.3.14.2 Otros docs
 - 8.3.15 Rescue JTIP 2019-2022
 - 8.3.16 SF-425 JTIP DR

- 9. **Narrativa del programa**
 - 9.1 Narrative Reports DR
 - 9.1.1 Docs.
 - 9.1.2 Archivo
- 10. **Organigrama IJM**
 - 10.1 ORG Chart Agust 2022
- 11. **Orientación 17 y 18 de octubre 2022**
 - 11.1 Agenda de entrenamiento
 - 11.2 Sesión día 1 AM (mp4)
 - 11.3 Sesión día 2 AM (mp4)
 - 11.4 Sesión día 2 PM (mp4)
- 12. **Protocolos de ética y Confidencialidad**
 - 12.1 Protocolo ético de evaluación externa
 - 12.2 Acuerdo de confidencialidad
 - 12.3 Anexo UNEG
 - 12.4 Política institucional de ética
- 13. **Revisión de casos**
 - 13.1 Estadísticas Legales Corrientes RD Enero 2020
- 14. **Sobre consultoría**
 - 14.1 Propuesta técnica
 - 14.2 Términos de referencia
- 15. **Listado Inicial de personas a entrevistar**
- 16. **Videos**
 - 16.1 Historia de Francesca (Subtítulos español- mp4)
 - 16.2 Historia de Jorge (Subtítulos español- mp4)
 - 16.3 Matrimonio Infantil (mp4)
 - 16.4 Para mi madre (español- url)
 - 16.5 Evento 30 de noviembre 2021 (mp4)
 - 16.6 Lanzamiento Diplomado Investigador Trata de personas (redes sociales- mp4)
 - 16.7 Módulo electrónico de Investigación- Coordinador (mp4)
 - 16.8 Módulo electrónico de Investigación- Director (mp4)
 - 16.9 Módulo electrónico de Investigación- Investigador (mp4)
 - 16.10 Módulo electrónico de Investigación- Inglés (mp4)
 - 16.11 AERODOM Trata de Personas (m4v)
 - 16.12 Matrimonio Infantil (mp4)
 - 16.13 Conmemoración Día Contra la Trata de Personas (mp4)
 - 16.14 Campaña para el Instituto y Ley de Víctima (mp4)

1. Consejo Superior del Ministerio Público de República Dominicana (2019). Protocolo de Investigación y Procesamiento de Casos de Explotación Sexual en Línea de Niños, Niñas y Adolescentes.
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Appendix V: Counterparts Contacted During The Evaluation

National Police	10	Government—Public justice system	Male: 7 Female: 3	Dominican Republic
Judiciary	1	Government—Public justice system	Male: Female: 1	Dominican Republic
Office of the Attorney General	10	Government—Public justice system	Male: 4 Female: 6	Dominican Republic
National System for the Protection of the Rights of Children (CONANI)	2	Government—Public justice system	Male: 2 Female:	Dominican Republic
Inter-Institutional Commission to Combat Trafficking in Persons and Smuggling of Migrants (CITIM)	1	Government	Male: Female: 1	Dominican Republic
United Nations Office on Drugs and Crime (UNODC)	1	Multilateral	Male: Female: 1	Dominican Republic
Participación Ciudadana	3	Civil society—Non-profit	Male: Female: 3	Dominican Republic
Save The Children República Dominicana	1	Civil society—Non-profit	Male: Female: 1	Dominican Republic
Plan International	1	Civil society—Non-profit	Male: Female: 1	Dominican Republic
Casa de la Justicia	1	Civil society—Non-profit	Male: Female: 1	Dominican Republic
Lily House	1	Civil society—Non-profit	Male: Female: 1	Dominican Republic
Heartland Alliance International (HAI)	2	Civil society—Non-profit	Male: 1 Female: 1	Dominican Republic

Aeropuertos Dominicanos Siglo XXI (AERODOM)	1	Private sector	Male: Female: 1	Dominican Republic
Church	1	Private sector	Male: 1 Female:	Dominican Republic
Current IJM staff	7	Program implementer	Male: 4 Female: 3	Dominican Republic
Former IJM employees/ volunteers	8	Program implementer	Male: 2 Female: 6	Multiple countries
Survivors	10	Program beneficiary	Male: Female:	Dominican Republic
Note: A counterpart can be a civil society organization, project or program implementer, beneficiary or government agency, donor, academic research institution, etc.				

COUNTERPARTS THAT PARTICIPATED IN SURVEYS:

National Police	44	Male: 31 Female: 13
Judiciary	1	Male: 1 Female:
Office of the Attorney General	17	Male: 7 Female: 10
National System for the Protection of the Rights of Children (CONANI)	7	Male: 4 Female: 3
Non-profit organizations (NGOs)	4	Male: 2 Female: 2
Universidad Autónoma de Santo Domingo (UASD)	2	Male: Female: 2
General Directorate of Traffic Safety and Land Transportation (DIGESETT)	1	Male: 1 Female:
Ministry of Labor	1	Male: Female: 1
Ministry of Education	1	Male: Female: 1

Note: Some counterparts' interviewees might have also responded to surveys individually from their personal perspective. To guarantee confidentiality and anonymity, it is not possible to track these instances of participation, so we cannot provide an aggregate total of the number of counterparts interviewed and surveyed.

(COLLABORATIVE CASEWORK. 2014–2018. PHASE I)

CARMEN REYES CASE										
NO.: CTMS 2014-DOM-CSX-003										
SELECTION CRITERIA	IJM'S PARTICIPATION IN THE CASE	Investigation	Yes	Rescue	Yes	Legal support	Yes (plaintiff)	Aftercare for the survivor	Yes	
	LOCATION	Province of Santo Domingo								
	PROFILE OF SURVIVOR	14-year-old girl with a mental disability living in extreme poverty. She was trafficked for sex by two neighbors. The survivor achieved restoration. ¹⁴⁹								
	STATUS AND OUTCOME OF PROCEEDING									
	Status	Open		Closed	Yes					
		Conviction	Yes	Acquittal		Plea bargain		Other		
Outcome of case	Two Dominican perpetrators were both sentenced to 20 years in prison for human trafficking—with the aggravating factor of the victim being a child—sexual aggression, and psychological and sexual abuse of a minor (Art. 3 and 7-e, Law 137-03; Art. 331 Dominican Criminal Code; Art. 396 B and C, 410 of Law 136-03). The perpetrators were sentenced for all the crimes they were accused of by the prosecution, except article 412 of Law 136-03 (sale or supply of addictive substances).									
EVALUATION CRITERIA	LOCAL RELEVANCE									
	IJM's work on this case addressed the relevant problem of CSEC and sex trafficking and focused on a higher-risk population, since the victim was an adolescent living in extreme poverty and with a mental disability. In this case, the survivor was restored.									
	PARTICIPATION OF KEY STAKEHOLDERS									
	Different key PJS stakeholders (National Police, Office of the Attorney General, CONANI) were involved in the different phases of the case (investigation, court proceeding, support for the survivor).									
	EFFECTIVENESS									
	The quality of the investigation, prosecution, and trial was demonstrated by the fact that the two perpetrators were convicted of the crimes of human trafficking—with the aggravating factor of the victim being a child—sexual aggression, and sexual and psychological abuse of a minor, as well as by their 20-year prison sentence, which is the maximum under Dominican law. The National Police, Office of the Attorney General, and Judiciary, with IJM's support, rescued the victim, arrested the perpetrators, and tried the case, and also provided sensitive treatment and care for the survivor through different actions like medical exams, moving her to a shelter, and taking her testimony in advance of the trial.									
	IMPACT									
	In this case, IJM helped the PJS provide a response that protected the survivor through a proceeding that included restrictive measures for the perpetrators and few postponements of hearings. ¹⁵⁰ This contributed to the reliability of the system, and the case concluded with a conviction with the maximum sentence and the restoration of the survivor.									
	When prosecuting and trying cases leads to an outcome like this one, it draws attention to the crime and reduces impunity.									
	CASE MANAGEMENT									
IJM's involvement as a plaintiff in criminal proceedings pursuant to Article 85 of the Code of Criminal Procedure sets a novel legal precedent that serves to defend and protect the human rights of victims, especially those from high-risk populations. Under this arrangement, any person or NGO can act as the victim's attorney and as a private prosecutor, even without the victims' consent, thus advancing the proceeding. Article 85 of the Code of Criminal Procedure states: "A victim or his or her legal representative can act as a plaintiff, initiate criminal proceedings, and take prosecutorial action, as stipulated by this code. When criminal acts affect collective or common interests, associations, foundations, and other entities can act as plaintiffs, provided their mission is directly related to these interests and they were formed prior to the occurrence of the crime. (...)"										

¹⁴⁹ Sources: a) Programa Misión Internacional de Justicia República Dominicana: Explotación sexual comercial y trata de personas con fines de explotación sexual. IJM Legal Department (2022); b) Survivor Stories: The Clarisa Case.

¹⁵⁰ Source: Estadísticas Legales Corrientes Database. MERL Department, IJM (2020)

BONAO CASE
2015-DOM-CSX-001

SELECTION CRITERIA	IJM'S PARTICIPATION IN THE CASE	Investigation	No	Rescue	No	Legal support	Yes (plaintiff)	Aftercare for the survivor	Yes	
	LOCATION	La Vega Province								
	PROFILE OF SURVIVOR	14-year-old adolescent prostituted by her mother and stepfather. In November 2016, she graduated from IJM's aftercare program and was considered "restored." She is now a member of the national chapter of the Scars of Gold Survivor Network.								
	STATUS AND OUTCOME OF PROCEEDING									
	Status	Open		Closed	Yes					
		Conviction	Yes	Acquittal		Plea bargain		Other		
Outcome of case	Two Dominican perpetrators, the victim's mother and stepfather, were both convicted to 15 years in prison and fined the equivalent of 175 minimum monthly wages. The mother was sentenced in 2016, and the stepfather one year later, for sex trafficking—with the aggravating factor of the victim being a minor—and for selling and prostituting a minor and child pornography (Art. 1a, 3, 7 e(f), Law 137-03; Art 25, Law 136-03).									
EVALUATION CRITERIA	LOCAL RELEVANCE									
	IJM's work on this case addressed the relevant problem of CSEC and sex trafficking in a higher-risk population, given that the victim was an adolescent. In this case, the survivor was restored.									
	PARTICIPATION OF KEY STAKEHOLDERS									
	Key stakeholders in the response to CSEC participated in the case (Office of the Attorney General, National Police, and CONANI). IJM partnered with these stakeholders, and the organization's aftercare team advised the survivor and provided her with trauma-centered therapy.									
	EFFECTIVENESS									
	After learning of the case, the authorities began an effective investigation that led to the arrest of the perpetrators and their conviction. The victim was then restored and currently is a member of the national chapter of the Scars of Gold Survivor Network.									
IMPACT										
This case shows that the PJS provided protection to the survivor. The investigation led to the arrest of the perpetrators, and the criminal proceeding used mechanisms to protect the victim, including restrictive measures, a pretrial hearing to take the victim's testimony, and services supported by IJM that facilitated the victim's restoration.										

BARAHONA BAR CASE
NO.: CTMS 2015-DOM-CSX-008

SELECTION CRITERIA	IJM'S PARTICIPATION IN THE CASE	Investigation	Yes	Rescue	Yes	Legal support	Yes, as plaintiff	Aftercare for the survivor	Yes	
	LOCATION	Barahona Province								
	PROFILE OF SURVIVORS	Ten adolescents rescued from a bar in Barahona. One of the survivors is the leader of the Scars of Gold Survivor Network and is on staff at IJM.								
	STATUS AND OUTCOME OF PROCEEDING									
	Status	Open		Closed						
		Conviction	Yes	Acquittal		Plea bargain		Other		
Outcome of case	Two Dominican perpetrators (the owner of the establishment and its manager) were sentenced to three years in prison for CSEC, for allowing a minor to enter and stay in a commercial establishment where alcoholic beverages are consumed and addictive substances are supplied (Arts. 23 and 407 of Law 136-03; Arts. 24, 410 and 414 of Law 136-03). ¹⁵¹ This case is currently being retried. A petition for cassation was filed, and a retrial was ordered in 2018.									
EVALUATION CRITERIA	LOCAL RELEVANCE									
	IJM's work on this case addressed the relevant problem of CSEC and sex trafficking in a higher-risk population, given that the victim was an adolescent.									
	PARTICIPATION OF KEY STAKEHOLDERS									
	<ul style="list-style-type: none"> With IJM's support, key PJS stakeholders (Office of the Attorney General, National Police, and CONANI) were involved in investigating and trying the case and providing care to the survivor. 									
	EFFECTIVENESS									
	<ul style="list-style-type: none"> After learning of the case, the investigative authorities conducted an investigation with IJM's support that led to the rescue of the victim and arrest of the perpetrators. However, during the trial, in which hearings were postponed over 10 times, the judge changed the charge brought by the Office of the Attorney General (sex trafficking) to CSEC because he did not consider there to have been coercion or violence, which has to be present in order to classify the crime as sex trafficking. This decision demonstrates a weak grasp of the issue and led to a ruling with the minimum sentence of three years, offering poor protection and redress to the victim. One of the challenges in this case was that the accused was an influential politician in the community. Despite this, the survivor's story is a success. She completed a process of restoration that included getting a job and becoming an agent of social change. She now leads the national chapter of the survivor network. 									
IMPACT										
<ul style="list-style-type: none"> This case shows that the PJS provided protection to the survivor. The investigation led to the arrest of the perpetrators, and the criminal proceeding used mechanisms to protect the victim, including restrictive measures and a pretrial hearing to take the victim's testimony. However, the evaluation team found weaknesses in the court system's response, because it issued a ruling with a minimum sentence that is not in keeping with the spirit of the law. The victim's experience has changed in a highly positive way over the course of the program. Not only did IJM's interventions in the case lead to her full restoration, they also empowered her and transformed her into an agent of social change. 										

¹⁵¹ The indictment cited the following articles: Articles 1a (human trafficking), 1h (organized criminal group), 3 (human trafficking), 7c (criminal group aggravating factor), 7d (aggravating factor of multiple aggravating factors), and 7e (aggravating factor of the victim being a minor) of Law 137-03. However, the ruling did not find the perpetrator guilty of these crimes.

(COLLABORATIVE CASEWORK. 2019–2022. PHASE II)

CHICHI CASE										
NO.: CTMS 2016-DOM-CSX-001										
SELECTION CRITERIA	IJM'S PARTICIPATION IN THE CASE	Investigation	Un-known	Rescue	Unknown	Legal support	Yes, as a plaintiff	Aftercare	Unknown	
	LOCATION	Judicial departments of Santiago and Barahona								
	PROFILE OF SURVIVOR	The evaluation team does not have contextual information about the case.								
	STATUS AND OUTCOME OF PROCEEDING									
	Status	Open	Yes	Closed						
		Conviction		Acquittal			Plea bargain		Other	
	Outcome of case	Of the three people accused, two were acquitted of the charges of violence against women; pimping; human trafficking and CSEC; psychological abuse; and sexual abuse because the court found the evidence to be insufficient. The third accused was charged with contempt of court at the trial stage, with no consequences to date. IJM appealed the ruling, which resulted in the appellate court ordering a retrial (current status unknown).								
	EFFECTIVENESS									
	The victim did not always receive sensitive treatment during the criminal proceeding. During the trial, the judge ordered the victim to testify in front of her aggressors instead of playing her recorded testimony from the Gesell Chamber, arguing that she was no longer a minor. However, following an appeal filed by IJM and heard by judges that had received training from IJM, the victim received more sensitive treatment in the criminal proceeding.									
	CASE MANAGEMENT									
IJM innovated by appealing the decision to deny the victim use of the Gesell Chamber because she was no longer a minor.										
SUSTAINABILITY										
The outcome of IJM's appeal helps build legal precedents for sensitive treatment of victims and due process that can be used in future cases.										

DOLL HOUSE CASE										
NO. CTMS 2016-DOM-CSX-012										
SELECTION CRITERIA	IJM'S PARTICIPATION IN THE CASE	Investigation	Yes	Rescue	Yes	Legal support	Yes, as plaintiff	Aftercare	Unknown	
	LOCATION	Santo Domingo, Distrito Nacional								
	PROFILE OF SURVIVORS	Fifteen vulnerable foreign women								
	STATUS OF PROCEEDING AND OUTCOME OF CASE									
	Status	Open		Closed		Yes				
		Conviction	Yes	Acquittal		X	Plea bargain		Other	Judicial pardon
	Outcome of case	Three people were accused in this case: the owner of the club and two members. One of the accused was initially sentenced to six years in prison for the crime of human trafficking, with the aggravating factors of organized crime, multiple aggravating factors, and money laundering (arts. 3 and 7-c and d of Law 137-03; 3-a and b, 4, 8-b, 18, 20, 21-a and b, 26, 31 Par. I, 32 of Law 72-02). After IJM appealed the ruling, the sentence was then increased to 15 years. The second accused was acquitted due to insufficient evidence, and the third was convicted, but received a judicial pardon under Article 340 of the Code of Criminal Procedure. ¹⁵²								

¹⁵² Judicial pardon: Under extraordinary attenuating circumstances, the court can void a sentence or reduce it to less than the legal minimum, provided the sentence that would have applied is less than 10 years in prison.

EVALUATION CRITERIA	LOCAL RELEVANCE
	IJM's work on this case addressed the relevant problem of CSEC and sex trafficking in commercial establishments where victims are part of a higher-risk population (women and immigrants).
	PARTICIPATION OF KEY STAKEHOLDERS
	In this case, IJM implemented joint and coordinated actions with key stakeholders in the response to the crime. The rescue operation was the result of two years of intelligence work done by the specialized unit, which coordinated with multiple government actors, including government agencies in Colombia. IJM participated as a plaintiff in one of the processes and provided direct assistance to the women who were rescued, as well as to the Office of the Attorney General.
	EFFECTIVENESS
	In this case, the evaluation team found that the PJS did provide protection to survivors. The investigation into the case led to a high-profile operation that resulted in the arrest of the perpetrators. However, the team observed weaknesses in the response of the court system, which issued a ruling that is blatantly contrary to the law in the case of one of the perpetrators.
IMPACT	
	The case's notoriety helped draw attention to the crime and to the Dominican community's efforts to fight human trafficking.
	The outcome of IJM's appeal helps build legal precedents that can be used in future cases.
LESSONS LEARNED	
<ul style="list-style-type: none"> • The collaborative casework strategy has: <ul style="list-style-type: none"> - Provided a valuable source of judicial precedents that help defend the human rights of CSEC and sex trafficking victims. - Contributed to raising awareness about the crime, combating impunity and the normalization of the crime, and increasing reliance on the PJS. - Helped raise up agents of change within the PJS and among restored survivors. - Helped identify gaps in the response to the crime and the needs and concerns of different stakeholders, while also giving IJM local legitimacy as an expert on CSEC and sex trafficking. • According to the different stakeholders consulted, IJM could have achieved better results in the system reform phase by starting the collaborative casework and training actions at the same time. Likewise, it could have enhanced organizational learning by hiring an MERL manager from the start of the strategy. 	
RECOMMENDATIONS	
<ul style="list-style-type: none"> • Compile the relevant judicial precedents and share them with the legal community of the PJS to facilitate the sustainability of the progress they embody. • Explore incorporating these precedents at other NGO stakeholders that fight CSEC and sex trafficking. • Publicize the outcomes of the cases more broadly in the media (press, social media) to raise more awareness about the problem and combat its normalization by authorities and the general public. 	

Appendix VII: Scores Given By Respondents

		KEY RESPONDENTS (N° = 34)				IJM RESPONDENTS (N° = 11)				AVERAGE DIFFERENCE "KEY RESPONDENTS - IJM RESPONDENTS"	OVER-ALL AVERAGE
		No.	ARITH-METIC MEAN	STANDARD DEVIATION	COEFFICIENT OF VARIATION	No.	ARITH-METIC MEAN	STANDARD DEVIATION	COEFFICIENT OF VARIATION		
1. LOCAL RELEVANCE											
1.a).	To what extent do you think the IJM program addressed the relevant problem of CSEC and sex trafficking?	34	2.88	0.32	11.0	11	2.82	0.37	13.1	0.06	2.85
1.b).	To what extent do you think the design of the IJM DR program takes into account the PJS's needs to strengthen its institutions for investigating, prosecuting, and trying CSEC and sex trafficking crimes and protecting minors living in poverty from these crimes?	28	2.86	0.34	12.0	11	2.73	0.43	15.6	0.13	2.79
1.c).	To what extent do you think the design of the IJM DR program focuses on vulnerable populations?	31	2.87	0.41	14.4	11	2.91	0.28	9.5	-0.04	2.89
2. PARTICIPATION OF KEY STAKEHOLDERS											
2.a).	To what extent do you think the IJM DR program partnered with the institutions of the Dominican PJS, CSOs, and other key stakeholders to implement its activities?	33	2.85	0.35	12.4	11	2.91	0.28	9.5	-0.06	2.88
2.b).	To what extent do you think survivor leadership influenced the decisions of the IJM DR Program? Please explain your response, and, if possible, share a relevant example.	13	2.62	0.47	17.9	10	2.30	0.44	19.0	0.32	2.46
3. EFFECTIVENESS											
3.a).	Outcome 1: To what extent do you think investigative authorities (primarily the specialized units of the Office of the Attorney General and National Police—the PETT and the ADT, respectively) were able to produce higher-quality investigations that resulted in more arrests and rescues?	24	2.58	0.48	18.7	10	2.50	0.48	19.1	0.08	2.54
3.b).	Outcome 2: To what extent do you think the Office of the Attorney General is more capable of filing high-quality indictments and litigating well before judges who are educated about the problem and who issue appropriate rulings?	15	2.47	0.48	19.6	10	2.50	0.48	19.1	-0.03	2.48
3.c).	Outcome 3: To what extent do you think survivors receive more sensitive treatment?	22	2.36	0.56	23.5	11	2.73	0.43	15.6	-0.36	2.55

3.d).	Outcome 4: To what extent do you think the Dominican government has given more priority to eliminating CSEC and sex trafficking?	25	2.28	0.76	33.4	11	2.00	0.82	40.8	0.28	2.14
4. IMPACT											
4.a).	To what extent do you think authorities gained more confidence in the PJS's response to CSEC and sex trafficking?	24	2.71	0.45	16.4	9	2.33	0.63	27.1	0.38	2.52
4.b).	To what extent do you think the changes in CSEC and sex trafficking in the Dominican Republic can be attributed to IJM's intervention? Please explain your response, and if you think other factors could have influenced the changes, please list them.	16	2.69	0.75	27.7	7	2.71	0.65	24.1	-0.03	2.70
5. CASE MANAGEMENT											
5.a).	To what extent do you think the IJM DR program effectively innovated throughout its life cycle?	16	2.81	0.38	13.5	7	3.00	0.00	0.0	-0.19	2.91
6. SUSTAINABILITY											
6.a).	To what extent do you think the project's benefits (for example, knowledge and skills developed, tools provided, and materials provided) will continue after the project ends and prevalence will remain low?	28	1.86	0.73	39.3	9	1.89	0.30	15.8	-0.03	1.87