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FORUM

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Executive Summary

The Freedom from Slavery Forum was designed to provide a place for leaders of the global anti-human trafficking and anti-slavery movement to come together, share and discuss best practices and lessons learned, identify gaps in the field, brainstorm new ideas, and build relationships with one another. Additionally, the Forum is meant to educate the public about this issue.

Accordingly, the 2015 Forum was a two-and-half-day event comprised of two days of private meetings among the anti-slavery experts and a half-day presentation by Martha Mendoza, a Pulitzer Prize-winning AP reporter who has written extensively about slavery and who discussed the intersections of trafficking and ethical journalism.

The Forum, an annual event in its third year, was designed with input from participants of the 2014 Forum along with the guidance of an Advisory Committee representing participating organizations. Three primary themes were prioritized for the 2015 Forum in order to make the agenda manageable; each theme had an associated working group of Forum participants who met throughout the spring, summer, and fall to design their topic's session and prepare presentations on their group's findings.

Thirty eight leaders representing 36 different organizations attended the Forum to discuss the state of the anti-trafficking field as well as three major, thematic priorities:

- "The Freedom Ecosystem:" Deloitte and Free the Slaves jointly produced a report ("The Freedom Ecosystem," not yet published at the time of the Forum) that interviewed experts in the global anti-trafficking field and assessed the state of the movement. The report identified three major challenges facing the field: poor data sharing, very limited resources, and a challenging policy environment. The report's contents and findings were shared with participants, who then reacted and discussed some other priorities for the field.
- Evidence and Measurement: This group provided an overview of the state of data collection and sharing in the anti-slavery movement. Representatives from the working group shared the results of a survey they had administered to participants; gave a report on a tool that's being developed to methodically rate program evaluations; and reviewed where the movement is in developing common indicators and creating a shared data system. Participants then prioritized different data points and created a roadmap for building a data sharing system.
- Professional Standards and Norms for Survivor Services: In the year before the Forum, members of this group collected frameworks that offer guidance on what services and type of care are most important to provide to slavery survivors. These frameworks came from all over the world and were written by all different types of authors (international organizations like IOM, government agencies, non-profits, academics, etc.). The group's members collected 55 frameworks and evaluated 33 of them on the presence or absence of various topics by using a "Standard Assessment Tool" they developed. The group then used those findings to develop a checklist of topics that service providers, donors, and others should consider. The group shared its findings at the Forum, and then invited participants to provide feedback on the checklist, as well as create a roadmap of how such a checklist could be widely disseminated and adopted.
- Policy and Advocacy: Finally, the Policy group was split into two: a United States-focused contingent and an internationally-focused one. The US side focused on sharing and soliciting feedback on the Presidential Platform, a pledge the Platform's supporters are hoping to have all 2016 US Presidential Candidates commit to. The Platform has many elements, not the least of which is funding the anti-slavery movement at two cents on every dollar traffickers earn

annually, resulting in \$3 billion of annual funding. The international side shared a progress update on the Sustainable Development Goals (SDGs), since the UN officially adopted them in September 2015 and they include multiple targets and indicators explicitly related to trafficking and slavery. Participants discussed how to increase NGO involvement in the implementation and monitoring of the SDGs, as well as how to best leverage the inclusion of slavery in the SDGs to spur government action and improve funding for the field.

Martha Mendoza, an AP reporter, delivered the public presentation to a packed audience of Forum participants, Stanford students and professors, interested journalists, and other members of the public. She shared in vivid detail the challenges she and her team faced as they tracked slave-caught fish through Thailand and to the United States market. She also shared the ethical challenges associated with reporting on this issue, such as considering the safety of the slaves before and after the story was published. One of her articles on this subject can be found [here](#).

Participants' evaluations of the Forum gave it a 4.5 out of 5 overall, including content, logistics, and venue. There was a clear acknowledgement that no other convening of this size or geographic representation exists in the movement. There was a marked interest in continuing to hold the Forum in 2016 and beyond, with consideration given to how to make more inclusive and representative while still maintaining its productivity.

The 2015 Freedom from Slavery Forum was sponsored by the Elkes Foundation, with additional assistance from The Freedom Fund. Their generosity is gratefully acknowledged.

Introduction

The 2015 Freedom from Slavery Forum marked the third time this annual event has been held, and the second time that it has had this format. The 2015 Forum was sponsored by the Elkes Foundation, with additional support from the Freedom Fund. The Forum took place from October 9 to 11, 2015, at the Bechtel Conference Center at Stanford University, with the support of Stanford's WSD HANDA Center for Human Rights and International Justice. The two-and-half day event included two days of off-the-record sessions for leaders of anti-slavery organizations, with one afternoon dedicated to an open event for interested members of the public.

Mission

The ongoing mission of the Freedom from Slavery Forum is to catalyze the anti-slavery and anti-human trafficking field and increase the collective impact of the movement. This is achieved by inviting key, high-level players in the field to come together and share and discuss best practices, lessons learned, and new ideas, as well as build relationships with one another.

2015 Freedom from Slavery Forum Goals

Based on the priorities identified at the 2014 Forum as well as a survey administered in December 2014, the 2015 Forum focused on three specific goals in order to keep the conversation focused, manageable, and productive. The goals for the 2015 Forum were as follows:

1. To advance the discovery and prioritization of promising practices by identifying evidence of what works and gaps in knowledge.
2. To advance the development of standards of care for victim services.
3. To set a policy agenda that captures the attention of political leaders in the US and globally.

Background

Following the 2014 Forum's model, an Advisory Committee was formed to provide the Freedom from Slavery Forum secretariat, Free the Slaves, with input on the coordination of the event and agenda topics. The final agenda (Appendix A) included six sessions as well as an afternoon talk by Martha Mendoza, a Pulitzer-Prize winning AP reporter who has reported extensively on human trafficking.

The Advisory Committee was comprised of:

- Katherine Jolluck, The WSD HANDA Center for Human Rights and International Justice, Stanford
- Mara Vanderslice Kelly, United Way
- Glowen Kyei-Mensah, Participatory Development Associates
- Maurice Middleberg, Free the Slaves
- Bradley Myles, Polaris
- Nina Smith, GoodWeave

A number of Forum participants also contributed to working groups that met throughout the spring, summer, and fall in preparation for the event. These three, themed working groups were developed based on the 2014 Forum priorities. Each was led by a Forum participant who presented their group's work before engaging all participants in discussion. The working group leaders were:

- **Evidence and Measurement:** Kerry Bruce, The Global Fund to End Slavery
- **Professional Standards and Norms for Survivor Care:** Helen Sworn, Chab Dai
- **Policy:** Mara Vanderslice Kelly, United Way (US-focused)
Glowen Kyei-Mensah, Participatory Development Associates (Internationally focused)

Session 1: Opening and Introductions

Objective: Participants are mentally and emotionally prepared to work productively together for the weekend.

Purpose: Get reacquainted, review schedule, and share mutual expectations.

Session 2: The State of the Anti-Slavery Movement

Objective: Participants share a sense of where the anti-slavery movement is in its evolution and how the Forum fits into the movement.

Purpose: Learn about and further analyze findings from “The Freedom Ecosystem” Report, produced jointly by Free the Slaves and Deloitte.¹

Karen Stauss of Free the Slaves provided a presentation on “The Freedom Ecosystem.” Deloitte conducted extensive research, such as interviews with more than 30 leaders involved in anti-slavery work including those working in government, non-profits, academia, the private sector, and funding organizations. Overall, the report found that there has been a lot of progress over the last 15 years, and that there is now an “ecosystem” of actors with different roles. However, it also determined that the anti-trafficking and anti-slavery field isn’t yet effective as a “movement.” It outlined major challenges the anti-trafficking field is facing:

- *Prevailing gaps in collecting and sharing data:* This renders it hard to measure the progress programs make reducing slavery, to craft responsive strategies, and to ensure there isn’t duplication between different organizations’ interventions. Plenty of learning has occurred since the field’s inception, but the field lacks communal structures for collecting and sharing that data.
- *Limited resources to address slavery:* There is only about \$125 million currently earmarked for anti-trafficking efforts (compared to the estimated \$150 billion generated by the industry annually), resulting in inefficiencies and forgone partnerships as the actors in the field compete for this precious funding.
- *A challenging policy environment:* Although there have been huge advances in the policy environment, restrictive legal definitions, inconsistent enforcement, and a lack of political will all combine to render many of these policies less effective—or even ineffective.

The report suggested three necessary elements to increase collective action and build effective alliances:

- Alignment on common goals;
- The building of mutual ownership including optimizing roles; and
- The creation of scalable solutions.

Finally, the report concluded with three, essential recommendations for the field:

1. Overcome the evidence gap by creating a professional association for shared learning.
2. Mobilize resources through strategic alliances for comprehensive services.
3. Improve policy by uniting behind a shared agenda.

¹ “The Freedom Ecosystem” report can be downloaded here: <http://dupress.com/articles/freedom-ecosystem-stop-modern-slavery/>

Following Ms. Stauss's presentation, participants were divided into six small groups and asked to respond to the following questions:

- Which findings from the report resonated most with your experience?
- What are the gaps?
- As we head towards 2020, what would you most like to see change in the global movement?

Some common themes emerged from all groups:

- **Agreement on the recommendations** from "The Freedom Ecosystem Report." Participants agreed nearly unanimously with the need to better share findings and data, increase funding for the field, and strengthen the implementation of existing policies. Specifically regarding funding, one group did note the importance of funding that *incentivizes* action instead of dictating it (e.g., The ATEST coalition where Humanity United provided funding but allowed the member organizations to set their own priorities and work plan). Another group noted that strengthening policy implementation might lead funding to be more of a "given" instead of something that organizations have to spend time pleading for, which would, of course, be very helpful.
- A strong need to **connect to related movements** (public health, women and children's rights, labor rights, domestic violence, health care, education, anti-poverty, etc.) and use their expertise to strengthen the anti-trafficking sector, especially regarding monitoring and evaluation. One group noted the particular importance of working with anti-corruption organizations since an increase in funding would be fruitless if the money is inappropriately diverted.
- The importance of **coordinating actions across various levels** (local, national, and international) where appropriate. This could also include a professional society with dues that is a trustworthy repository for information and disseminator of best practices and shared learning.
- The urgency of **involving businesses and governments and holding them accountable**. One group mentioned binding agreements, but most of the groups generally agreed there is a strong need to hold businesses and governments responsible, particularly regarding governments' commitments to implementing the Sustainable Development Goals.

One group mentioned the importance of making slavery less profitable over time by increasing penalties (legal, economic, and stigma), and another underlined the importance of having the public understand trafficking, be able to identify it, and take action once they see it. One group spoke in-depth about the importance of alignment on common goals; for example, a set of global goals for the Freedom Ecosystem, much like the Sustainable Development Goals for global development. The group suggested it would assist in creating a common language (for example, by allowing groups to discuss known, pre-agreed upon goals along the lines of the SDGs) and might create a common point of agreement for funders. Another group highlighted the importance of considering all organizations when discussing scalability and increased funding. Namely, small organizations with budgets under \$1 million may not be able to fully access increased global funding, but they are still doing important work and need additional resources.

Session 3: Evidence and Measurement²

Objective: Participants have a shared understanding of what is working in the anti-slavery movement and what we need to learn.

Purpose: Share evidence from meta-analysis (desk review of studies), analyze the rigor of the evidence, and prioritize evidence-gathering priorities.

Session 3A: Sharing External Evidence

Zoë Fortune of The Freedom Fund, Katharine Bryant of Walk Free, and Kerry Bruce of The Global Fund to End Slavery co-presented the findings of the Evidence and Measurement Working Group.

- The working group had designed and administered a survey to Forum participants and had plans to further administer it to members of the Monitoring to Evaluation of Trafficking in Persons Community of Practice (METIP COP) along with other anti-trafficking actors globally. Ms. Fortune analyzed and shared the survey results. At the time of the Forum, 15 organizations had responded. The organizations were mainly based in the United States, but also included some based in the United Kingdom, Nepal, Cambodia, and Canada. Collectively, these organizations conduct work across the globe from Asia to South America and Europe to Africa. The information collected covered topics such as how organizations monitor their work, challenges in monitoring, if organizations have theories of change, how they evaluate their work, how they use their data, the difficulties these groups face, and what could be done to help improve sectoral learning and collaboration.
- Ms. Bryant presented on the Promising Practices Toolkit, a tool that Walk Free has been developing over the past year that aims to evaluate what interventions work and don't work using monitoring and evaluation that has already been conducted and is available. Her team collected 165 evaluations on all forms of modern slavery and related-issue interventions, systematically reviewed them, and then classified them in various ways to allow for meta-analysis. The team was able to disaggregate data by type of trafficking, type of assessment, and what the evaluations examined, noting that evaluations and data collection regarding the actual impact of programs was limited. Findings, such as some flaws in program design surfacing repeatedly, led to the conclusion that data from all these evaluations isn't being utilized fully. Similarly, the team found that programs can unfortunately be effective at achieving their outcomes without actually impacting the problem. (Ergo programs need to be designed more thoughtfully.) Ultimately, the goal would be utilize evaluations more to help design better programs that are effectively evaluated and then share results, leading to a cycle of improvement.
- Ms. Bruce reviewed the definition of shared measurement, why it's important for the field, and some examples of global systems that are in place in other sectors. She detailed some of the requirements for a shared measurement system—common metrics, group effort to report, community buy-in, and a commitment to learning from failure. She also examined where the field is today, noting that most sharing efforts were informal (MOUs between organizations or unfunded efforts like the METIP COP) or in their early stages, like the International Organization of Migration's victim-level database.

Participants reacted to the presentation by asking following up questions and engaging in a brief discussion. A couple of themes emerged from participants' comments:

² Note: Because of scheduling, this session was actually spread out over two days. The Evidence and Measurement sub-sessions were comprised of 3A: Sharing External Evidence; 3B: Sharing Our Own Evidence; and 3C: Analyzing External Evidence.

- **Donor driven data collection can be very restrictive**, time consuming, and ineffective. One participant even shared that multiple donors to one project came together to see if they could standardize their data collection requirements but were unable to do so, meaning that the one project had to be reported on in four different ways. On a related note, one grant-giving organization noted that it asks all grantees to report on standard indicators, but is concerned that this “one size fits all approach” isn’t useful or is even damaging. *There’s a tension between wanting standard indicators and wanting each program to be adapted to the local context.*
- **What’s important and useful to measure must be identified first**, before the discussion of how to effectively share what we’ve collectively measured is even relevant.
- **Good evaluation is massively expensive.**
- **Qualitative data will be critical.** Participants noted that some of the best projects can’t be measured very well or easily, and that success stories are critical for bringing to life the programs being implemented.

Other key points raised included:

- Grassroots field staff who are actually doing the work often lack expertise to collect data well.
- Good programs and evaluations are built on relevant risk factors, but those are extremely hard to identify in cases of trafficking.
- There is a need for sharing related to monitoring and evaluation that goes beyond just the metrics. For example, if an organization is running a project and needs someone with a certain type of data expertise (e.g., mobile-based technology data collection), there should be a way for that organization to get recommendations, input, and advice from other actors in the field to reduce duplication and inefficiencies.

Session 3B: Sharing Our Own Evidence

This was an interactive session, where all participants were invited to circulate around the room, view posters highlighting the innovative and promising practices being pioneered by others, and engage in conversation. This was a chance for participants to be creative, showcase their organization’s work, and allow all participants to share and learn about each other’s work from one another in an interactive way. Prior to the Forum, each participant was asked to complete a template (provided) that covered:

- A summary of a best practice their organization is engaged in, including an explanation of the problem and its background as well as a solution;
- Evidence, including data; and
- Conclusions.

All templates were printed as posters prior to Forum, and then spread out around the room for viewing. (A sampling of these posters is included in Appendix D.) After allowing time to circulate, participants engaged in a short discussion about their observations. A few themes stood out:

- **Several organizations highlighted community empowerment models**, underlining the importance of community buy-in and involvement as a cross-cutting strategy.
- **The field needs to find better and more systematic ways to share and connect.** Multiple participants mentioned that their organizations were interested in working on certain types of trafficking or with certain stakeholders and found examples of those approaches among other organizations’ posters. Similarly, one participant realized that another participant sits on the board of one of their partner organizations—this kind of sharing and networking needs to be more commonplace and easier to engage in.
- **The answer to the question of “What is evidence?” varies significantly** between organizations. Every poster had evidence, but the understanding of what constitutes evidence clearly differed and that will be a key element to address before moving forward with sharing efforts.

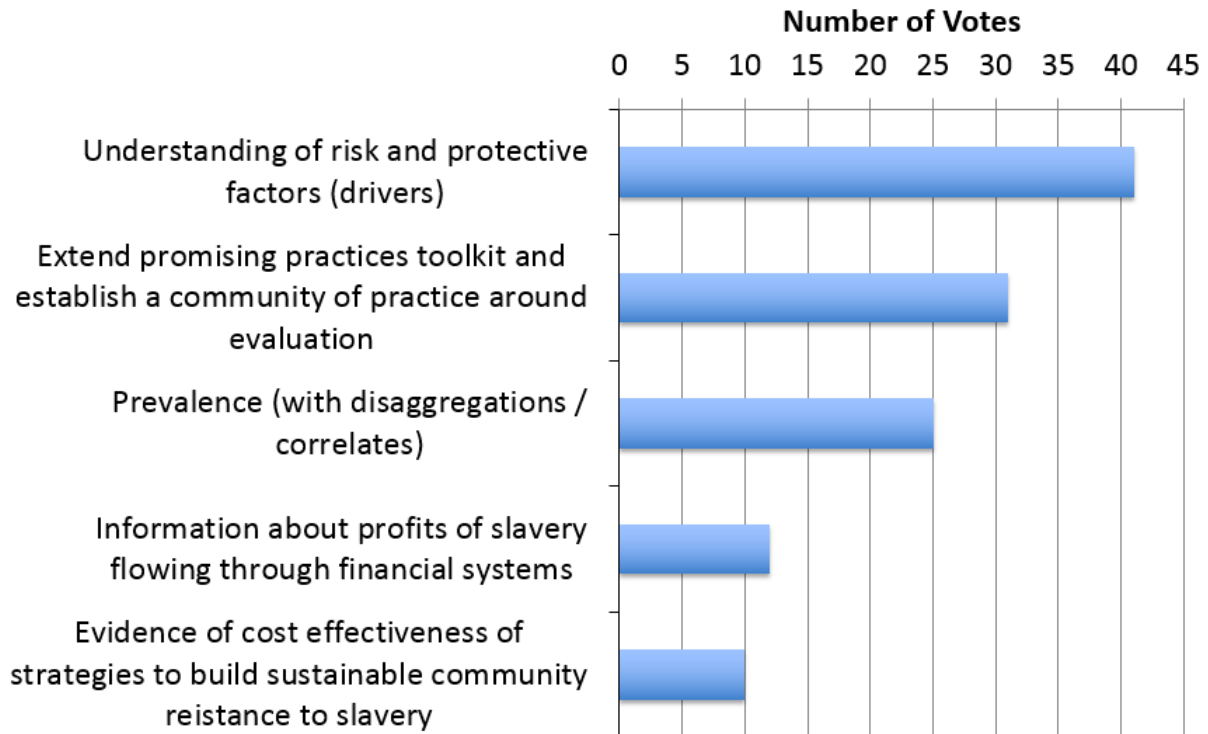
Session 3C: Analyzing External Evidence

In this session, participants were asked the questions:

- What more as program leaders do we need to know, what evidence do we need to end slavery?
Can we prioritize these needs and put them on a timeline?
- What would collaboration between organizations to collect and share information look like?
How could it be achieved?

The participants were divided into six groups. Each came up with various priorities, and then participants were given colored dot stickers (green, yellow, and red) and asked to move about the room, using their stickers to indicate high (green), medium (yellow), and low (red) priorities. From those sheets, Ms. Bruce was able to distill a ranked set of priorities for the field, as shown below.

Top Priorities for Evidence and Measurement



In terms of identifying next steps and crafting a road map to developing shared data metrics, many of the groups had similar steps:

- Gather reports and other evidence, including successes from related sectors;
- Research risk factors and determine the leading ones;
- Create common tools or, at a minimum, be sure to share tools so they are widely accessible;
- Create a repository for surveys, instruments, and protocols. Better yet, created a shared platform for data-sharing and ensure that it is regularly used;
- Create a community of practice, or otherwise build the cohesiveness of the movement to best enable data-sharing;
- Consider the cost: include donors and/or major international organizations along the way to “ensure” support, funding, and/or in-kind donations.

Some groups had a more specific focus for their road maps. For example, one group focused on determining the cost-effectiveness of building sustainable community resistance to slavery, which involved conducting a study, developing minimum program standards that would be widely shared, and then scaling up. Similarly, another group suggested focusing on businesses by developing a credible framework of information that businesses must disclose and then building a platform where businesses and international organizations are incentivized to share that information.

In terms of timeline, groups laid out their steps on two to five year plans with continued maintenance and improvement thereafter.

Public Event

Event summary

Martha Mendoza, a Pulitzer-prize winning AP reporter, delivered a talk on her investigative work on the Indonesian fishing industry. The room was packed and the audience—made up of Forum participants, journalists, journalism students, academics, and members of the public—enthralled. She shared the story of how her team discovered this issue and overcame huge difficulties to track the supply chain and demonstrate where the slave-caught fish ended up. Her story can be found [here](#), with additional coverage and an interview with Ms. Mendoza on NPR found [here](#). In addition to vividly illustrating the logistical difficulties of effectively reporting on this issue, she also covered some of the ethical challenges, such as concern for slaves who are still in captivity when the story is about to go live.

Event Description

See Appendix A, “Objectives and Agenda.”

Martha Mendoza Bio

Martha Mendoza is an Associated Press National Writer whose reports have won numerous awards and prompted Congressional hearings, Pentagon investigations and White House responses. She won a 2000 Pulitzer Prize and George Polk Award for Investigative Reporting as part of a team that revealed, with extensive documentation, the decades-old secret of how American soldiers early in the Korean War killed hundreds of civilians at the No Gun Ri bridge. Mendoza is the recipient of numerous other state, regional, national and international journalism awards. She has reported for the AP since 1997, in Albuquerque, N.M., New York and Mexico City. She was a 2001 Knight Fellow at Stanford University and a 2007 Ferris Professor for Humanities at Princeton University. In 2013 she was named a Champion of Freedom by the Electronic Privacy Information Center. She lives in Santa Cruz, Calif. with her husband and four children.

Session 4: Professional Standards and Norms

Objective: Increase the quality and consistency of services provided to survivors and the professionalism of organizations providing services globally.

Purpose: Advance the process of developing industry-wide standards of care.

Presentation & Discussion

Helen Sworn of Chab Dai, along with the other members of the Standards and Norms Working Group, presented the group's mandate, methodology, and findings.

- The working group developed its plans based on the 2014 Forum priority to develop minimum standards. The group chose to focus professional, field-wide standards and norms on those regarding victim services in order to make progress more achievable.
- The group collected "frameworks," documents giving advice or sharing best practices on how to most effectively care for trafficking survivors. These were authored by a variety of actors, including UN agencies, government agencies, practitioners, and academics. Due to time and capacity constraints, the group was only able to assess 33 of the 53 frameworks, and it did so using the "Standards Assessment Tool" it developed.
 - *The group noted that it was often difficult to access these frameworks, as many are not available to the public and there is no central storage location. Consequently, all the frameworks this working group collected will be stored on the Freedom Collaborative for easier access.*
- This tool was derived from a similar sheet developed by Maria Trujillo for the work she's doing for the State of Colorado. The group members included all the areas they could think of that are important to consider when providing services to survivors. They broke these up into emergency and on-going services, and included categories such as housing, healthcare, legal assistance, and vocational training. They also developed a section for organizational management that covered topics like staff training and financial management.
- This research will ideally become an ongoing project, and there were some shortcomings in the group's methodological rigor. The group had its members and volunteers working on this in their free time instead of as a paid position and, because of that plus the limited timeframe, it's probable that not everyone rated things exactly the same way. Furthermore, some disparities in definitions became apparent later. For example, when looking at the target gender of the frameworks, the group's findings indicate that, overwhelmingly, the frameworks were geared at both men and women. However, the group's researchers rated the absence of a clear target gender as "Both," when in retrospect, it would have been clearer to have an "Unspecified" category to represent the data more accurately. Additionally, the group did face some language barriers, which may have hindered its ability to find and assess frameworks.
- The group divided its findings into four themes:³
 1. Document Origin and Implementation
 - a. Document origin (global region): 5 from North America; 2 from South America; 11 from Europe; 3 from Africa; 10 from Asia; 2 global.
 - i. The group noted that many of the documents from developed nations were not as comprehensive, instead focusing on one particular area such as housing or legal services, or assessing gaps in services. Conversely,

³ Note: All this data has been entered in SPSS so other types of comparisons and cross-cutting can be done. Those interested in further information should contact Helen Sworn.

frameworks from developing nations tended to outline minimum standards or best practices of service provision.

- b. Document author: It was encouraging to see that around half were developed collaboratively between multiple types of authors.
 - c. Year
 - i. *Comment/Recommendation: It would be interesting to study the years when more standards were developed to see if that was due to a surge in funding for improving standards or for other reasons.*
 - d. Adherence to Standards: The majority (over 60%) did not include information on adherence, and, in cases where they did, it was still difficult to track if that adherence was actually enforced. In some cases, it was noted or implied that adherence had to be ensured by the service providers themselves.
 - i. *Comment/Recommendation: There is a significant need for more state apparatuses and governments to take the lead in this to allow better oversight of service providers.*
2. Target Group: Client Demographics
- a. Citizen vs. Non-Citizen
 - i. *Comment/Recommendation: The group's findings highlight a lack of focus on the specific care that's required for providing services to two populations with very different needs, especially the complexities of providing services to international survivors. Although a handful of documents did provide detailed information on service provision to international clients, the specificity of such issues as citizenship and documentation to each particular country warrants a greater focus.*
 - b. Adult vs. Child
 - i. *Comment/Recommendation: The group found that many resources cater to all victims of trafficking, even though adults and minors need different kinds of care and services. This may indicate an assumption that if it works for minors it works for adults, and vice versa.*
 - c. Male vs. Female: Only one of the frameworks was aimed specifically at men, and none specified a target demographic of LGBTQ populations.
 - i. *Comment/Recommendation: Male-specific services are sparse even though we are seeing an increase in the awareness of needs for both male and LGBTQ populations. There is a need for further studies and specific standards for these groups, which should be explicitly addressed rather than assuming that services designed for females fit all.*
 - d. Sex Trafficking vs. Labor Trafficking vs. Both
 - i. *Comment/Recommendation: The group found that there is a significant focus on sex trafficking and trafficking generally, which highlights the need for documents that outline service provision specifically for victims of labor trafficking.*
3. Standards and Client Services
- a. Safety Plan
 - b. Emergency Healthcare
 - c. Emergency and Long-term Housing/Family Reunification
 - d. Life Skills Education: Financial Literacy
 - e. Life Skills Education: Substance Abuse
 - f. Life Skills Education: Conflict Management/Resolution

- g. Life Skills Education: Sexuality
 - h. Life Skills Education: Gender
 - i. Life Skills Education: Parenting
 - j. Job Training/Employment Placement: Vocational Training
 - k. Job Training/Employment Placement: Job Placement: Only 15% of the frameworks provided full information.
 - i. *Comment/Recommendation: As most clients need assistance with identifying jobs, especially due to discrimination and social stigma, more documents should seek to address this critical area.*
 - l. Mental Health: Individual, Group, Family Therapy
 - m. Sexual Health: Treatment
 - n. Victim Advocacy: Medical Care
 - o. Victim Advocacy: Privacy/Confidentiality
4. Standards and Organizational Management
- a. Staff Competencies: Staff Care
 - b. Staff Training: Ongoing
 - i. *Comment/Recommendation: While the slim majority of documents assessed provided information in line with this matter, the issue seemed to be polarized, with the other half of documents lacking severely in this area.*
 - c. Financial Management System: Recording/Record-Keeping
 - d. Financial Management System: Auditing

After the presentation, participants engaged in a discussion, the main theme of which is that **there's very little validated research on whether these standards are actually effective**. One participant noted she'd been engaged in a study that tracked female survivors from 90 days out to a year out, and another noted that the Oak Foundation is funding a project called Rise that aims to document good reintegration practices. However, there was general agreement that more research into the long-term effectiveness of these practices is much needed.

Small Group Work & Outcomes

After the presentation, small groups were asked to:

- Assess the checklist (see Appendix E) the Standards and Norms Working Group had created for appropriateness/gaps; and
- Develop action plans of how such a checklist might be implemented (meaning vetted, accepted, and disseminated globally).

Each group added categories and input to the Checklist that was captured and will be further reviewed and assessed for next steps. Some of the additions that multiple groups suggested included:

- Civil compensation
- Advocacy throughout the court process
- The importance of considering the unique needs of different genders, especially LGBTQ populations, both in terms of service offerings and staff training
- The importance of including survivor voices in service offerings and organizational management
- Life skills education on survivor advocacy
- Life skills education on healthy relationships
- Treatment and education on health
- Diagnosing trauma effectively

- Treatment as a larger topic under health & one that includes therapy
- Acknowledging that, since victims could be children, “Academic Education” should include schools
- The importance of making child care services available throughout the entire process of case management and service delivery
- Reintegration support, including familial and social, and continued mentorship
- Religious and spiritual support
- Cultural and religious support for staff
- A unique security plan in place for staff
- Organizational capacity assessments, perhaps implemented on an annual basis
- Legal status and governance as key points of consideration to include

Some other ideas mentioned:

- Including a description at the beginning that provides a framework of what the document is, how it can be used considering available resources, etc.;
- Making the checklist available online;
- Having a section to evaluate client demographics;
- Adding a third column to evaluate an organization’s partners on each of these topics;
- Including reference points throughout the document that direct readers to additional resources and information.

In terms of the action plans to help generate widespread acceptance and use of the checklist, many of the groups had overlapping or highly compatible elements.

1. Begin by **convening key stakeholders**, first a smaller group and then expanded ones for additional rounds. There was an emphasis on including survivors and NGOs with strong connections to survivors in the first round.
2. Continue to **collect resources and standards** that can be modified and adapted, and use these to **identify common themes and gaps**.
3. **Engage academia** for review, in part to help add a level of legitimacy that might be particularly useful for getting government buy-in down the road.
4. **Engage** in open and ongoing consultation and collaboration with **governments and IOs** (IOM, ILO, WHO), who should also ideally be utilized for funding.
5. **Consider the donor perspective** to help with funding later on.
6. **Open the document up for comments** and revise accordingly.
7. **Ensure that the document stays brief** and emphasize that the document isn’t a checklist so much as guidelines and key principles that should be **adapted to each context**.
8. Consider **creating a website** that allows for updating and commentary over time so that the guidelines can be changed and improved as they are tested and used. Consider including this on **a website that is a larger repository** for current surveys, instruments, and protocols.
9. **Utilize the experience of endorsers and early adopters** to promote and disseminate the guidelines, with the goal of having those users become change agents to help spread the document’s use to related fields like social work and health.

In terms of anticipated timeframe, groups’ estimates ranged from 2 to 5 years. A few groups agreed that the SDGs presented a unique opportunity to leverage governments, UN agencies, and other stakeholders to prioritize and participate in this process.

Session 5: Policy and Advocacy

Objective: To create a shared vision of policy action globally and in the United States.

Purpose: To agree on a plan of action for the US presidential election.

In order to ensure that the policy section was equally applicable to both US and international participants, Glowen Kyei-Mensah presented on the inclusion of anti-slavery and anti-trafficking language in the Sustainable Development Goals (SDGs), and Mara Vanderslice Kelly presented on the United States Presidential Platform.

Sustainable Development Goal (SDG) Presentation & Discussion

Ms. Kyei-Mensah's presentation provided background on the SDGs and their development, and she reviewed where in the SDGs slavery and trafficking are mentioned explicitly. She also shared the associated proposed indicators (which were not finalized at the time of the Forum). She noted that existing documents have yet to articulate the clear role that civil society can and must play, or of necessary steps to make their participation possible. Nonprofits are sometimes called the "footsoldiers" of the SDGs, and they have a unique role to play that must be leveraged. Finally, she examined some suggestions for ways that non-profits could play a more central role in implementing the SDGs, taken from the John Hopkins Center for Civil Society Studies:

- Knowledge: Put civil society on the statistical map of the world and better utilize the massive amounts of reliable data they are able to collect;
- Structure: Establish and finance a robust institutional structure to promote non-profit engagement with the SDG implementation process;
- Enabling Environment: Make the establishment of an enabling environment for civil society and volunteer groups an explicit target of SDG activities and perhaps a condition of country receipt of support for SDG efforts;
- Resources: Work to encourage the flow of private investment capital into support for nonprofit organizations and social ventures working to achieve the SDGs and help prepare these organizations to access and use this capital effectively.

The group's discussion following the presentation raised a few important points:

- Many of the other targets are also very relevant to anti-trafficking efforts despite not explicitly mentioning slavery.
- The indicators are important, but some participants disagreed as to why. One participant pointed out that the indicators are more explicit than the targets (which was different for the Millennium Development Goals, their precursor) and will therefore be the driving force for progress. However, another participant noted that some of the indicators are not measurable (such as "non-detected victims" in Indicator 16.2), so they may later be changed.
- The SDGs are not legally binding, so countries can selectively implement them. Similarly, there are so many, diverse goals this time that countries won't be able to prioritize them equally, meaning that slavery may not garner a lot of focus even though it's explicitly included.
- There are efforts underway by organizations in related fields—such as children's rights and labor rights—to form coalitions that can better leverage attention and funding surrounding the SDGs. The slavery field may want to consider joining where relevant, or charting an independent path.

2016 Presidential Platform Presentation & Discussion

Ms. Vanderslice Kelly's presentation discussed the idea of having all 2016 US presidential candidates commit to funding anti-trafficking efforts at a certain level as part of their campaign, increasing the

likelihood that federal funding for anti-slavery initiatives would increase. She discussed why this an opportune time, including: the unique opportunities presented by the campaign, this issue's unusually bi-partisan appeal, and the critical point where the anti-trafficking movement is now. She also talked about how little anti-trafficking efforts are funded (\$120 million) in comparison to other social matters (e.g., \$37.5 billion for HIV/AIDS programs and \$22 billion for drug trafficking). The main tenants of the platform are below:

- *Commit two cents toward freedom*: Two cents to fight trafficking for every dollar traffickers make would yield an annual budget of \$3 billion.
- *Ensure our tax dollars don't support modern slavery*: Namely, establish protocols to ensure rigorous enforcement of existing federal laws that require federal contractors to implement anti-trafficking measures.
- *Use all the powers of the Presidency*: The President is uniquely positioned to raise the profile of this issue and have a big impact by keeping it high on the priority list.
- *Leverage access to US markets to free people*: Robust and enforceable action against human trafficking must be included in trade agreements so that countries that make goods with forced or child labor can not export them to the United States.
- *Change business incentives*: Hold suppliers of goods made with forced labor accountable and help them take steps to remove modern slavery from their supply chains.
- *Strengthen efforts to prevent human trafficking*: Have the US seek to integrate anti-trafficking efforts into wider US foreign assistance programs. Also continue to find ways to comprehensively address all forms of trafficking through US foreign assistance and domestic programs that address the root vulnerabilities.
- *Establish programs to protect particularly vulnerable populations*: Implement targeted measures such as safe places, appropriate services, a ban on foreign recruitment fees, clear remedies for violations, whistle-blower protections, and visa portability to protect all types of trafficking victims from runaway and homeless youth to foreign workers.
- *Protection, promotion, and support for all victims of human trafficking*: Improve survivor access to comprehensive, trauma informed services and elevate the survivor voice at all levels of government.
- *Ensure accountability and learning through measurement*: Invest in measurement to ensure good policy and program design.

In the discussion that followed, Ms. Vanderslice Kelly laid out more details of how she and her team at United Way plan to go about actually getting the candidates to sign on to this, including raising money, building a website, producing a documentary, and booking a convention center at which to have the candidates announce their pledge. Ms. Vanderslice Kelly encouraged US organizations to sign on in support of the Platform, and encouraged international participants to take action as well by alerting their US contacts of the initiative and sharing vetted stories of success to boost the platform's appeal.

Small Group Work & Outcomes

Following the two presentations, participants self-selected whether they would like to further discuss the SDGs or the Presidential Platform and picked a group accordingly. Those discussing the SDGs answered the following questions:

- How can we influence the process of SDG implementation (e.g., get government to properly commit)?
 - There seemed to be wide agreement on three, major foundational assumptions that are key to this answer:

- **The SDGs are more customizable to each country than the MDGs were**, so taking advantage of national and regional meetings will likely be more important.
 - **There needs to be a trickle down of funding and information**—from the UN to governments, and then from national governments to local governments and CSOs. Small organizations on the ground are the ones actually implementing programs that result in change, but they need full information to do so successfully and they **need to be able to effectively send information back up** so it's not just big INGOs or uniformed government employees dictating action.
 - **The UN system is hard to break into**—hopeful participants need to be very familiar with the language, conventions, processes, etc.
 - Important points of consideration
 - There are other indicators in other conventions that anti-slavery activists should familiarize themselves with.
 - Notably, UNODC has already put together indicators in conjunction with some national plans, but the trafficking field needs to better understand UNODC and its funders so that it can best contribute to/influence outcomes.
 - If there's not an indicator on something, such as adult forced labor, then governments are highly unlikely to ever prioritize that topic.
 - One way to apply additional pressure to governments beyond the SDGs might be through the use of an alternative or parallel report.
 - The anti-trafficking field might want to consider prioritizing certain countries so that its efforts can be more focused and coordinated—it's impossible to delve into each country equally.
 - Across countries, the anti-trafficking field would need to coordinate carefully to ensure a level of comparability to provide the best learning outcomes possible.
 - What can anti-trafficking organizations do currently given their status as non-donors?
 - **Identify the anti-trafficking field's top priorities.**
 - **Map out the stakeholders** to more effectively build partnerships.
 - Build a system or network to **ensure optimal information sharing.**
 - **Influence the indicators**—figure out more about the process and join!
 - When a structure or plan is in place, **advocate to donors that they invest in pathfinder countries.**
- How can we better partner with the private sector to influence the implementation of slavery-related SDGs?
 - **Utilize business associations** that may already have convened those businesses that are interested and willing—it's easier and more efficient than a one-on-one model.
 - **Present concrete information**—not just emotionally moving images and stories—**about businesses' supply chains.**
 - **Leverage the SDGs.** Use governments' commitment to meeting the goals to have governments act as an ally in the effort to involve businesses. Also, although the SDGs aren't binding to business, their broader scope that includes things like environmental health may better pique businesses' interest and willingness to get involved.
 - Get **money-providing organizations like the IMF** (as opposed to UN agencies) to **pressure the private sector** to improve.

- **Don't underestimate the power of local interventions** to make a difference and end up impacting national policy, particularly if there can be international pressure applied nationally at the same time the local interventions are underway.
- Consider ways that **businesses might fund anti-trafficking** and slavery efforts.

Those discussing the Presidential Platform focused on the following themes:

- Budget
 - General agreement that the best way to divvy up the \$3 billion is have \$1.5 billion for domestic efforts and \$1.5 billion for international ones, with a major effort to have other countries match the international portion.
 - Likely, the best way to present how the money should be used is following the 4P model (Prevention, Protection, Prosecution, and Partnerships) to avoid fracturing the movement.
- Name—the campaign still needs one!
 - Suggestions included Freedom Rising and Freedom United.
- How organizations outside the US can help
 - Share success stories with Ms. Vanderslice Kelly, especially for the documentary.
 - Show the linkages between trafficking and slavery abroad and other issues like international security.
 - Get your US contacts involved!
- How organizations in the US can help
 - Get college campus groups actively involved.
 - Get peer organizations to endorse the platform. Aiming for at least 250-300 endorsements.
 - This includes international organizations.
 - Help collect individual signatures—want at least 100,000.
 - Follow Ms. Vanderslice Kelly's office's efforts to make an impact in key states, like Iowa and Ohio.

Session 6: Future Priorities, Recap, and Closing

In the final session, participants reviewed each session, deliverables, and next steps.

Actionable Next Steps

- Evidence and Measurement Working Group: Use input to create a prioritized list of needed evidence and a roadmap for collaboration on gathering and sharing evidence in the future.
- Standards and Norms Working Group: Integrate the input provided to create a new checklist and a future action plan, for further iterations.
- Policy and Advocacy Working Group [*consider officially breaking it up into two groups*]
 - US: Secure further endorsements; name the campaign; determine how to increase the campaign's funding; form a structure.
 - International: Get informed on key stakeholders; determine the field's priorities; create an appropriate structure to participate in the indicator and larger SDG process.
- Form an SDG Working Group
 - Engage from the bottom up and engage on final indicators. Create a structure for information sharing around SDG implementation.
 - Share information about the success of the US Presidential Platform with non-US participants, in part so that there can be some learning around how those in other countries might replicate or use as a model this type of campaign (perhaps even around the SDGs).
- Form a National Grassroots Working Group (non-US)
 - Build in more space for grassroots voices.
 - Discuss the formation of a global anti-slavery campaign with national chapters (e.g., Global March).
- Increase the Forum to be a True Professional Meeting
 - Maintain workshop ideas, but expand participation. (It's already unique in that it has "vertical representation" from anti-slavery groups, DC-based groups, and grassroots groups. But it could be expanded.)
 - Create tracks to maintain relevance: Private sector, UN, etc.
 - Maintain plenary sessions to avoid silos.
 - Consider using an Open Space format to allow participants to create the agenda.
 - Have more representatives from each region and/or increase the number of regions represented.
- Develop a Professional Society
 - Develop a concept paper—including a road map—for the development of a fully inclusive, representative, field-wide society. (Or least one that's accessible to any interested actor.) There's clear value in the Forum—continued participation demonstrates that—but it's worth considering how to expand it into a more representative, established society. This is particularly relevant given that increased collaboration was one of the recommendations of "The Freedom Ecosystem" report.
 - Consider having this as the foundation of a Working Group for next year.
 - Utilize the unity and coalescing power of the Presidential Platform to invite new participants to the Forum next year. Especially consider inviting governments to participate.
- Create a simple mechanism to stay connected throughout the year.
 - Could be as simple as a listserv. Consider creating a newsletter, Facebook page, or a quarterly email.

Appendix A



Objectives & Agenda

Freedom from Slavery Forum: Mission

The ongoing mission of the Freedom from Slavery Forum is to catalyze the anti-slavery and anti-human trafficking field and increase the collective impact of the movement. This is achieved by inviting key, high-level players in the field to come together and share and discuss best practices, lessons learned, and new ideas, as well as build relationships with each other.

The 2015 Freedom from Slavery Forum has three specific goals:

- To advance the discovery and prioritization of promising practices by identifying evidence of what works and gaps in knowledge
- To advance the development of standards of care for victim services
- To set a policy agenda that captures the attention of political leaders in the US and globally

FRIDAY, OCT. 9 – What Works: Anti-Slavery Interventions and Best Practices

8:00am **Shuttle departs** Sheraton Palo Alto Hotel

8:30am **Breakfast**

9:00am **Session 1: Opening and Introductions**

Objective: Participants are mentally and emotionally prepared to work productively together for the weekend

Purpose: Get reacquainted, review schedule, and share mutual expectations

9:35am **Session 2: The State of the Anti-Slavery Movement**

9:35-10:00 Presentation and Q&A

10:00-10:50 Small groups

10:50-11:15 Small group report out

Objective: Participants share a sense of where the anti-slavery movement is in its evolution and how the Forum fits into the movement

Purpose: Learn about and further analyze findings from the “Freedom Ecosystem” Report

11:15am

Break

11:30am

Session 3A: Evidence and Measurement: Sharing external evidence

11:30-12:30 Presentation and Q&A

Objective: Participants have a shared understanding of what is working in the anti-slavery movement and what we need to learn

Purpose: Share evidence from meta-analysis (desk review of studies), analyze the rigor of the evidence, and prioritize evidence-gathering priorities

12:30pm

Lunch & Networking

1:30pm

Session 3B: Evidence and Measurement: Sharing our own evidence

Sharing innovative and effective practices through the posters

3:00pm

Public Event

Please join Martha Mendoza, a Pulitzer-Prize winning AP reporter, for a discussion on the ethical issues that arise when reporting on human trafficking. Mendoza will share experiences from her widely praised reporting on modern slavery on fishing vessels and in slavery hotspots, such as Malaysia and Thailand. Connect with leading anti-slavery organizations, including Polaris, Free the Slaves, Walk Free, GoodWeave, CIW, the South Bay Area Trafficking Coalition, and others as they explore questions such as how does a reporter navigate publishing a story on slaves while the slaves are still being held captive? Or should an expose on a company’s supply chain go to print despite concerns that it could impede progress? These questions and more will be explored, followed by an audience Q&A.

5:00pm

End of Day: Shuttle departs for Sheraton Palo Alto Hotel

SATURDAY, OCT. 10 – Working Together – Part I: Professional Standards & Norms

8:00am

Shuttle departs Sheraton Palo Alto Hotel

8:30am

Breakfast

9:00am

Session 3C: Evidence and Measurement: Analyzing external evidence

9:00-10:30 Small group discussions & exercise

10:35am

Break

10:50am

**Session 3C: Evidence and Measurement: Analyzing external evidence
CONTINUED...**

- 10:50-11:15 Sharing exercise
- 11:15am **Session 4A: Professional Standards & Norms**
11:15-12:30 Presentation and Q&A
- 12:30pm **Lunch**
- 2:30pm **Session4B: Professional Standards & Norms**
2:30-3:00 Small group discussion
3:00-4:00 Small group exercise
4:00-4:30 Report out and closing
Objective: Increase the quality and consistency of services provided to survivors and the professionalism of organizations providing services globally
Purpose: Advance the process of developing industry-wide standards of care
- 4:30pm **End of Sessions**
- 4:45pm **Shuttle departs** for Sheraton Palo Alto Hotel
- 6:30pm **Forum Dinner at Il Fornaio**

SUNDAY, OCT. 11 – Working Together – Part II: Advocacy for Effective Anti-Slavery Policy

- 7:15am **Shuttle departs** from Sheraton Palo Alto Hotel
- 7:30am **Breakfast**
- 8:00am **Session 5: Policy and Advocacy**

Objective: To create a shared vision of policy action globally and in the US
Purpose: To agree on a plan of action for the US presidential election
- 10:30am Break
- 10:45am **Session 6: Future Priorities, Recap, and Closing**
- 12:30pm **End of Forum: Shuttle departs** for Sheraton Palo Alto Hotel

Appendix B

Registered Participants (Alphabetical by Organization)

Name	Organization
David Diggs	Beyond Borders
Anurada Dugal	Canadian Women's Foundation
Helen Sworn	Chab Dai
Agatha Schmaedick Tan	Coalition of Immokalee Workers
Maria Trujillo	Colorado Department of Public Safety, Division of Criminal Justice, Office for Victims Programs
Dorothy Rozga	ECPAT International
Dan Elkes	Elkes Foundation
Karen Stauss	Free the Slaves
Maurice Middleberg	Free the Slaves
NaniMaya Thapa	GMSP
Biko Nagara	GoodWeave
Hanni Stoklosa	HEAL Trafficking
David Abramowitz	Humanity United
Brad Riley	iEmpathize
Holly Burkhalter	International Justice Mission
Kohl Gill	Labor Voices
Cathy Zimmerman	London School of Hygiene and Tropical Medicine
Venkat Reddy	M.V. Foundation
Ben Hafner	Made In a Free World
Bhanuja Sharan Lal	MSEMVS
Monica Boseff	Open Door Foundation (Usa Deschisa)
Glowen Kyei-Mensah	Participatory Development Associates
Dominique Chauvet-Staco	Pathy Family Foundation
Brad Myles	Polaris
Leonardo Sakamoto	Reporter Brasil
Patricia Jurewicz	Responsible Sourcing Network
Katie Stauss	Scintilla Consulting, <i>Facilitator</i>
Neha Misra	Solidarity Center
Sharan Dhanoa	South Bay Coalition to End Human Trafficking
Kristen Morse	The A21 Campaign
Zoe Fortune	The Freedom Fund
Jean Baderschneider	The Global Fund to End Slavery
Kerry Bruce	The Global Fund to End Slavery
Jessie Brunner	The WSD HANDA Center for Human Rights and International Justice, Stanford University
Katherine Jolluck	The WSD HANDA Center for Human Rights and International Justice, Stanford University
Natasha Dolby	The WSD HANDA Center for Human Rights and International Justice, Stanford University
Mara Vanderslice Kelly	United Way
Cecilia Flores-Oebanda	Visayan Forum
Katharine Bryant	Walk Free

Registered Participants (Alphabetical by Last Name)

Name	Organization
David Abramowitz	Humanity United
Jean Baderschneider	The Global Fund to End Slavery
Monica Boseff	Open Door Foundation (Usa Deschisa)
Kerry Bruce	The Global Fund to End Slavery
Jessie Brunner	The WSD HANDA Center for Human Rights and International Justice, Stanford University
Katharine Bryant	Walk Free
Holly Burkhalter	International Justice Mission
Dominique Chauvet-Staco	Pathy Family Foundation
Sharan Dhanoa	South Bay Coalition to End Human Trafficking
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Dan Elkes	Elkes Foundation
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Hanni Stoklosa	HEAL Trafficking
Helen Sworn	Chab Dai
Agatha Schmaedick Tan	Coalition of Immokalee Workers
NaniMaya Thapa	GMSP
Maria Trujillo	Colorado Department of Public Safety, Division of Criminal Justice, Office for Victims Programs
Cathy Zimmerman	London School of Hygiene and Tropical Medicine

Reporting on Human Trafficking: Ethics in Journalism



FRIDAY, OCTOBER 9, 2015 · 3 PM

Bechtel Conference Center, Encina Hall, Stanford University



Join **Martha Mendoza**, a Pulitzer-Prize winning AP reporter, for a discussion on the ethical issues that arise when reporting on human trafficking.

Mendoza will share experiences from her widely praised reporting on modern slavery on fishing vessels and in slavery hotspots, such as Malaysia and Thailand.

Connect with leading anti-slavery organizations, including **Polaris**, **Free the Slaves**, **Walk Free**, **GoodWeave**, **CIW**, the **South Bay Coalition to End Human Trafficking**, and others as they explore questions such as how does a reporter navigate publishing a story on slaves while the slaves are still being held captive? Or should an expose on a company's supply chain go to print despite concerns that it could impede progress?

These questions and more will be explored, followed by an audience Q&A.

REFRESHMENTS WILL BE PROVIDED.*

Email katherine.carey@freetheslaves.net for more information.

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WICKHAM CENTER
FOR HUMAN RIGHTS & INTERNATIONAL JUSTICE
Stanford University




Appendix D

A Sampling of the Posters from Session 3B: Sharing Our Own Evidence

Coalition of Immokalee Workers



Worker-driven Social Responsibility
COALITION OF IMMOKALEE WORKERS'
FAIR FOOD PROGRAM




Overview of the Fair Food Program

The Fair Food Program (FFP) was created by the Coalition of Immokalee Workers (CIW) in 2011. The FFP is based on a unique partnership among farmworkers, Florida tomato growers, and participating retail buyers, including Subway, Whole Foods, and Walmart.

The Fair Food Program's worker-authored Code of Conduct is enforced through market consequences, guaranteed by CIW's legally binding Fair Food Agreements, in which participating buyers commit to buy Florida tomatoes only from growers in good standing with the FFP.

Now with the FFP firmly established in the Florida tomato industry, the FFP is expanding this year to six new states up the East Coast and two new crops in Florida. The FFP has also established a new groundbreaking human rights paradigm, the Worker-driven Social Responsibility (WSR) model, which is being utilized across the U.S. and worldwide as a model to prevent slavery in global supply chains.

Components of the Fair Food Program



Under the Fair Food Program:

- CIW conducts worker-to-worker education sessions, held on-the-farm and on-the-clock, on the new labor standards set forth in the program's Fair Food Code of Conduct;
- The Fair Food Standards Council, a third-party monitor created to ensure compliance with the FFP, conducts regular audits and carries out ongoing complaint investigation and resolution; and
- Participating buyers pay a small Fair Food premium which tomato growers pass on to workers as a line-item bonus on their regular paychecks.

Achievements

The Fair Food Program truly represents a win-win-win for workers, growers, and retailers:


- Workers receive protection of their human rights in the workplace and receive a significant wage increase;
- Growers have an effective risk management system, a more stable workforce and a means to distinguish their product in an increasingly competitive marketplace; and
- Retailers have a system that protects their brands from the reputational risks of supply chain labor abuses by preventing those abuses altogether, rather than addressing them after the fact, which provides a far more effective means to protect their interests than the traditional model of corporate social responsibility.

Since the Program's inception in 2011:


- Nearly \$20 million paid in Fair Food premiums
- 12,000 workers interviewed
- 1100 worker complaints
- 33,000 workers educated by CIW face-to-face
- 135,000 workers received "Know Your Rights" materials

*Figures updated on September 1, 2015.

The Global Fund to End Slavery



Systems Models as Analysis and Evaluation Tools



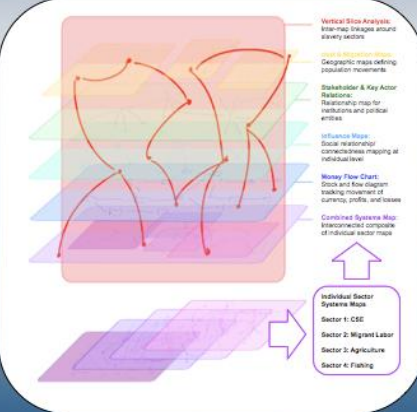
Mission and Approach

Mission: To catalyze and coordinate a global strategy informed by rigorous measurement, owned by countries, and at the scale needed to permanently dismantle slavery systems.

Evidence-Based Approach: Systems thinking is our primary, data-driven tool to map existing problems and key drivers. Systems models become the base analysis for program design in rule of law, business transformation and replacement economy interventions. Systems models can be provided to evaluators as tools to assess changes as a result of program interventions.

Systems Modeling Tool

- **Systems Model:** a combination of systems maps, such as influence maps, heat and migration maps, and money flow charts, build into a comprehensive analysis/evaluation tool for the system(s) of slavery being studied.
- **Key outcomes**
 - Analytical tool for developing programs and predicting the potential outcomes of interventions.
 - Vertical slice analysis draws connections and influence vectors between layers of a systems model
 - Systems maps serve as a monitoring tool to assess shifts in behavior, structure, and relationships over time.
- **Effectiveness of Intervention:** We have already gained several valuable insights into potential intervention strategies and effects through this tool (see below for example). Systems mapping, particularly its predictive capacity, remains a work in progress.



Vertical Slice Analysis: Heat maps showing slavery sectors

Stakeholder & Key Actor Relations: Relationship map for institutions and political entities

Influence Maps: Social relationship connectives mapping at individual level

Money Flow Chart: Stock and flow diagram tracking movement of currency, profits, and losses

Combined Systems Map: Interconnected composite of individual sector maps

Individual Sector Systems Maps:
 Sector 1: CEE
 Sector 2: Migrant Labor
 Sector 3: Agriculture
 Sector 4: Fishing

Example: Illegal Recruiters in Migrant Labor


Our analysis of the systems map, money flow chart, and stakeholder relations map for migrant labor in the Philippines yielded crucial, interlinked insights into the system of slavery at work and how it could be changed.

1. Money flow analysis revealed that illegal recruiters were turning high profits, while exploited workers carried a net loss after two years. If this money were rebuffed, it would flow to legal placement agencies, Philippine businesses, families, and banking systems
2. Applying these monetary insights to the behavioral/population factors in the systems map showed that improving public awareness of the financial exploitation could reduce negative outcomes for workers. Improved awareness would drive individuals away from illegal recruitment, lowering overall exploitation rates.
3. Carrying the considerations over to the stakeholder relations map identified key actors who might support or oppose aspects of these changes.

For more information contact Kerry Bruce
kerry@fundtoendslavery.org

Humanity United

Combatting Slavery at Sea



Summary of Best Practice

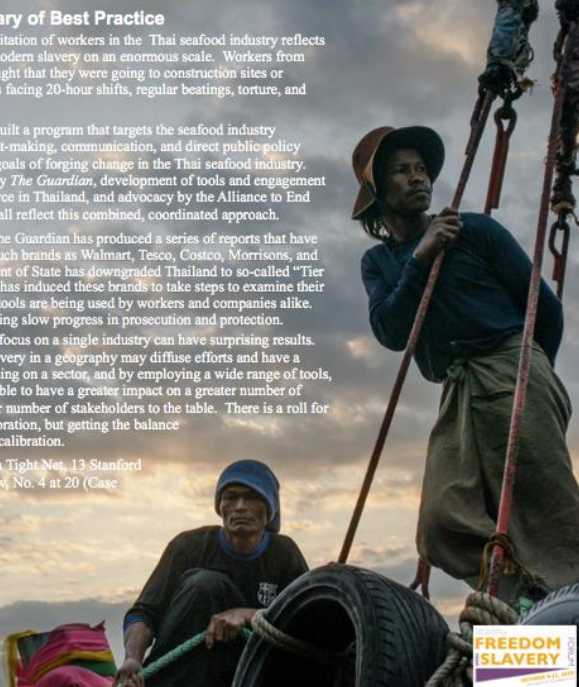
Background: The exploitation of workers in the Thai seafood industry reflects human trafficking and modern slavery on an enormous scale. Workers from other countries who thought that they were going to construction sites or factories find themselves facing 20-hour shifts, regular beatings, torture, and even killings.

Our Solution: HU has built a program that targets the seafood industry specifically. It uses grant-making, communication, and direct public policy advocacy to further the goals of forging change in the Thai seafood industry. Investigative reporting by *The Guardian*, development of tools and engagement with businesses that source in Thailand, and advocacy by the Alliance to End Slavery and Trafficking all reflect this combined, coordinated approach.


Summary of Impact: The Guardian has produced a series of reports that have linked slavery at sea to such brands as Walmart, Tesco, Costco, Morrisons, and Carrefour. The Department of State has downgraded Thailand to so-called "Tier 3" status. Such pressure has induced these brands to take steps to examine their supply chains, and new tools are being used by workers and companies alike. Thai Government is making slow progress in prosecution and protection.

Conclusions: A targeted focus on a single industry can have surprising results. Trying to end modern slavery in a geography may diffuse efforts and have a limited impact. By focusing on a sector, and by employing a wide range of tools, an organization may be able to have a greater impact on a greater number of victims and bring a larger number of stakeholders to the table. There is a roll for both activism and collaboration, but getting the balance right requires constant recalibration.

Bibliography: *Casting a Tight Net*, 13 Stanford Social Innovation Review, No. 4 at 20 (Case Study) (Fall 2015)



Burmese migrant workers leave the port after misloading their catch.
 Photo by Chris Kelly/The Guardian.



Appendix E

CHECKLIST FOR MINIMUM STANDARDS OF CARE FOR HUMAN TRAFFICKING SERVICE PROVIDERS

INTENSIVE CASE MANAGEMENT

EMERGENCY SERVICES: FIRST 24-72 HOURS	
√	
	Safety Plan
	Healthcare
	Emergency Housing
	Food/Clothing/Other Basic Needs (i.e. Hygiene products, bedding, etc.)
	Translation Services
	Identify Legal Guardianship
SHORT-TERM/LONG-TERM: ONGOING SERVICES	
	Safety Plan
√	Housing
	Group Housing/ Residential Treatment
	Foster Care Placement
	Long-term/Independent Living
	Transitional
	Permanent Placement/Family Reunification
√	Legal Assistance
	Financial Assistance
	Filing for Immigration Relief
	Family and Other Civil Matters
	Vacating/Expunging Criminal Convictions
√	Victim Advocacy
	Rights
	Services
	Privacy/Confidentiality
	Translation Services
	Medical Care
	Dental Care
	Transportation Services
√	Life Skills Education
	Financial Literacy
	Parenting
	Gender
	Sexuality

	Substance Abuse
	Conflict Management
√	Health
	Financial Assistance
	Substance Abuse Treatment
√	Proper Medicinal Practices
	Education
	Execution
√	Physical
	Trauma
√	First Aid
	Education
	Treatment
√	Nutrition/Exercise
	Education
	Treatment
√	Hygiene
	Education
	Treatment
√	Sexual Health
	Education
	Treatment
√	Mental Health
	Education
	Trauma
	Individual, Group, Family Therapy
	Medicine
√	Formal Academic Education
	In-House
	Financial Assistance/Management
	Personal, Family, Business Financial Assistance/Management
√	Job Training/Employment Placement
	Vocational Training
	Job Placement
	Child Care Services

ORGANIZATIONAL MANAGEMENT

√	Staff Competencies
	Staff Policy
	Staff Care

√	Training
	Initial Requirements
	Ongoing
√	Organizational Competencies
	Staff/Client Ratio
	Human Resources
	Child Protection Policy (CPP)
√	Project Cycle Management, Development, and Reporting System
	Case Management System
	Donor Reporting
	External Evaluations
	Research
√	Financial Management System
	Auditing
	Recording/Record-Keeping