

THE ELKES
FOUNDATION

FREEDOM FROM SLAVERY

FORUM

OCTOBER 5-7, 2017

Final Report

November 2017

Prepared by Free the Slaves

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Executive Summary

The Freedom from Slavery Forum is an annual gathering designed to bring leaders from the anti-slavery field together to coalesce, create partnerships, discuss promising practices, and develop a shared agenda for action. Each year, Forum participants build relationships and prioritize actions in areas such as advocacy, monitoring and evaluation, and collaboration with other sectors. Additionally, the Forum is meant to educate the public about the issues of modern slavery and human trafficking.

Accordingly, the 2017 Forum was a two and a half day event comprised of a public event, featuring author Austin Choi-Fitzpatrick, and private meetings for anti-slavery experts. As the fifth iteration of the Forum, this convening was designed with input from participants of the 2016 Forum along with the guidance of an Advisory Committee representing participating organizations. Five primary themes were prioritized for the 2017 Forum in response to the priorities established by participants. 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.

Over fifty different organizations were represented at the Forum, and participants discussed the state of the anti-trafficking field as well as the following five major thematic priorities:

- Prevalence Studies and Determinants of Slavery: This group provided Forum attendees with an overview of the newly released global estimate of modern slavery, which was recently announced by the International Labor Organization and Walk Free Foundation. Additionally, this group also discussed the determinants of slavery.
- Applications of Technology: This breakout session provided participants with an opportunity to discuss how to use a design-thinking framework to solve complex problems. After an overview presentation, participants discussed the utility of technology for addressing both internal operational problems and challenges in the field. The group focused on applying the framework to specific challenges identified by participants.
- Intervention: What Works?: The goal of this breakout session was to take advantage of the wisdom and expertise of the Forum participants by discussing successful and challenging anti-slavery interventions, paying particular attention to voices of those participants working “on the ground.” All participants were sent a two question survey ahead of the Forum asking for a specific recent success and a specific recent challenge they experienced with their work, and the group then used this information to guide discussions around the following topics: 1) Enforcement of Victims Rights; 2) Criminalization of Victims; 3) Corruption; and 4) Labor Rights and Worker Protection.
- Survivor Leadership and Inclusion: This group began with three main objectives for their presentation: 1) that participants would understand the importance of survivor leadership and involvement in anti-slavery work; 2) that a framework for what a survivor leadership program should look like would be clear; and 3) that participants

would walk away feeling empowered to start a survivor leadership program at their own organization.

- Network and Coalition Building: The final group's topic was sparked by conversations had at the 2016 Forum around the idea of mobilizing the anti-slavery field to engage with Alliance 8.7. The group presented participants with an overview of Alliance 8.7, a draft strategy for civil society engagement with the Alliance, and a draft of potential shared principles and goals for the field to adopt. Forum participants were then asked to break into groups to strategize and offer feedback on the proposed ideas.

The evening before these conversations began, the Forum held its traditional public event, this year featuring a conversation between Maurice Middleberg of Free the Slaves and author Austin Choi-Fitzpatrick. The discussion centered around Choi-Fitzpatrick's new book, *What Slaveholders Think: How Contemporary Perpetrators Rationalize What They Do*, which unveils both slaveholders' moral blindness and the intricate power relationship that can make it difficult to emancipate enslaved workers.

Participants' evaluations of the Forum gave it a 4.3 out of 5 overall, including content, logistics, and venue. There was a marked interest in continuing to hold the Forum in 2018 and beyond, with consideration given to how to make it more inclusive and representative while still maintaining its productivity. Participants agreed that the Forum should extend more invitations to survivors, grassroots workers, experts from developing countries, and perhaps leaders from other related fields in order to diversify and strengthen future conversations.

The 2017 Freedom from Slavery Forum was sponsored by the Elkes Foundation, with additional assistance from Deloitte. Their generosity is gratefully acknowledged.

Introduction

The 2017 Freedom from Slavery Forum marked the fifth time this annual event was held, and its fourth iteration in this format. The 2017 Forum was sponsored by the Elkes Foundation, with additional support from the Freedom Fund. The Forum took place October 5th through 7th at Stanford University, with the support of Stanford's WSD HANDA Center for Human Rights and International Justice. The two and a half day event included off-the-record sessions for leaders of anti-slavery organizations, with one evening 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. The Forum is designed to create a collegial space where anti-slavery leaders can coalesce, create partnerships, discuss promising practices, and develop a shared agenda for action. In 2017, over fifty leaders from around the world participated in the Forum. Participants built relationships and prioritized actions for mobilizing the civil society movement.

2017 Freedom from Slavery Forum Goals

Based on the priorities identified at the 2016 Forum, the 2017 Forum focused on four specific goals in order to keep the conversation focused, manageable, and productive. The goals for the 2017 Forum were as follows:

1. To advance understanding of prevalence and determinants of slavery
2. To address gaps in knowledge with respect to applications of technology and anti-slavery interventions
3. To encourage and advance survivor leadership and inclusion
4. To craft a strategy for building a more robust civil society coalition against slavery

Background

Following the 2014, 2015, and 2016 Forum's models, 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 four sessions, as well as an evening public event featuring author Austin Choi-Fitzpatrick, who spoke about his new book *What Slaveholders Think: How Contemporary Perpetrators Rationalize What They Do*.

The Advisory Committee was comprised of the following members:

- Holly Burkhalter, International Justice Mission
- Jessie Brunner, WSD HANDA Center for Human Rights and International Justice, Stanford University
- Tim Gehring, International Justice Mission

- Katherin Jolluck, WSD HANDA Center for Human Rights and International Justice, Stanford University
- Maurice Middleberg, Free the Slaves
- Nina Smith, GoodWeave
- Helen Sworn, Chab Dai

Staff support to the Advisory Committee was provided by Allie Gardner, who served as coordinator of the Forum.

A number of Forum participants also contributed to working groups that met throughout the spring, summer, and fall in preparation for the event. These five, themed working groups were developed based on priorities identified during the 2016 Forum. The following leaders steered the working groups:

- **Prevalence Studies and Determinants of Slavery:** Jessie Brunner (WSD HANDA Center for Human Rights and International Justice, Stanford University)
- **Applications of Technology:** Julie Cordua (Thorn) and Duncan Jepson (Liberty Asia)
- **Intervention: What Works?:** Karen Snyder (Free the Slaves) and Martina Vandenberg (Human Trafficking Pro Bono Legal Center)
- **Survivor Leadership and Inclusion:** Stephanie Molen (Coalition to Abolish Slavery and Trafficking) and Tina Frundt (Courtney's House)
- **Network and Coalition Building:** Maurice Middleberg (Free the Slaves) and Nathaniel Erb (Freedom Collaborative)

Session 1: Prevalence Studies and Determinants of Slavery

Jessie Brunner of Stanford University led this working group, which included Igor Bosc of the International Labor Organization, Davina Durgana of the Walk Free Foundation, and Cathy Zimmerman of the London School of Hygiene and Tropical Medicine. The group's session included presentations by all members before a time of plenary questions and answers. The group's presentation was broken up as follows:

- Cathy Zimmerman first began the conversation about the determinants of slavery by offering the group an initial framing of trafficking as a public health issue. She argued that while the anti-slavery field has done quite a bit of work on identifying protective factors, there is still a need for better identification of risks. Protective factors are easier to build upon, but Zimmerman held that intervention development must also take into account risks and identify what makes people vulnerable. Zimmerman also emphasized the importance of knowing why data are necessary *before* collecting it, not after.
- Following Zimmerman's presentation, Igor Bosc then talked more specifically about determinants of slavery. Bosc focused his presentation on the following topics: 1) perspectives used to define determinants; 2) economic and environmental transformations in countries of origin; 3) ideologies of exclusion in countries of origin; 4)

changing nature of governance in countries of destination; and, 5) tackling determinants of forced labor. Bosc argued that to truly tackle the determinants of forced labor, economic systems that enable local livelihoods with local resources, as well as ownership of means of production by workers would be necessary. He also stressed the importance of social systems of non-exclusion, policy measures enabling fundamental labor rights, and revaluing work regardless of identity.

- Davina Durgana led the transition from a conversation about determinants to prevalence in her presentation. Durgana walked participants through the new global estimates of modern slavery recently released by the International Labor Organization and the Walk Free Foundation. The new number states that, in 2016, 40.3 million people were victims of modern slavery. Durgana explained that the teams measured modern slavery prevalence by taking into account forced labor, forced marriage, and forced sexual exploitation. She gave participants a detailed overview of survey questions used to conduct the research before further explaining the findings. Durgana was also clear about the limitations of the research, explaining that while the new number offered critical insight into the scale and manifestation of modern slavery in the world today, it was likely an under-estimate.
- Jessie Brunner concluded this group's presentation with a discussion about the importance of data. Brunner argued that good data need to be accurate, valid, reliable, timely, relevant, and complete and that it was the foundation of "The 3 Ps" (prevention, protection, and prosecution). Brunner offered a few examples of challenges and promising practices from the field by discussing her work in Southeast Asia, highlighting in particular the use of data by the organizations Visayan Forum and Liberty Asia.

Session 2: Breakout – Applications of Technology and Interventions: What Works?

Applications of Technology

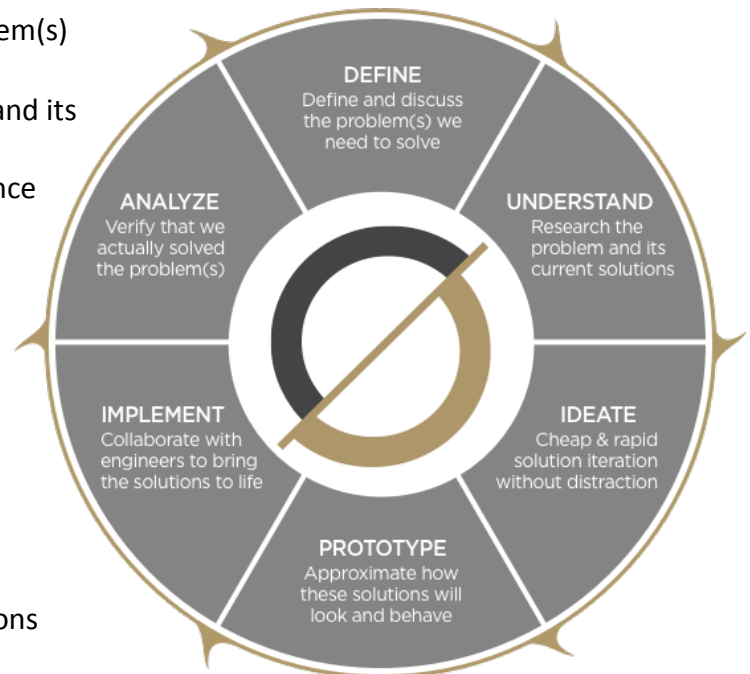
Julie Cordua of Thorn and Duncan Jepson of Liberty Asia led the Applications of Technology working group. Group members included Keeli Sorenson of Polaris, Kohl Gill of LaborVoices, Bhanuja Sharan Lal of MSEMVS, Ruth Dearnley of Stop the Traffik, Laura Hackney of AnnieCannons, Monica Boseff of Open Door Foundation, and Sharan Dhanoa of the South Bay Coalition to End Human Trafficking. The group's session began with a presentation by Cordua and Hackney about design-thinking framework, followed by a period of small group discussion.

In their presentation, Cordua and Hackney quoted Tim Brown, CEO of IDEO to explain design-thinking as "a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success." Cordua explained how her organization, Thorn, used a design-thinking framework to address the problem of minors being advertised online for purposes of sexual exploitation. The steps for applying the framework include the following:

- **Define:** Define and discuss the problem(s) that need to be solved
- **Understand:** Research the problem and its current solutions

- Cordua stressed the importance of going into the field and spending time with the “end user” who will be using whatever is being built. This, she argued, will allow for better identification of current problems, and may even expose that a solution does not need to involve technology.

- **Idea:** Identify cheap and rapid solutions without distraction
- **Prototype:** Approximate how these solutions will look and behave
- **Implement:** Collaborate with engineers to bring the solutions to life
- **Analyze:** Verify that the problem(s) have actually been solved

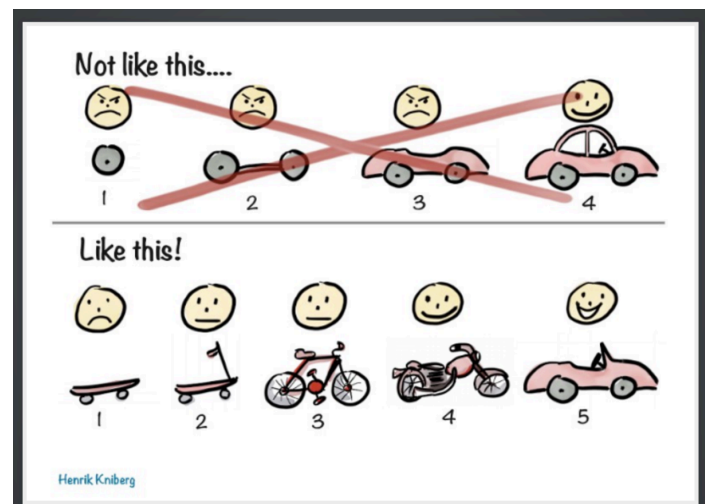


**Graphic taken from presentation by Julie Cordua*

Hackney continued the presentation by explaining the importance of identifying a “minimum viable product” (MVP) at the ideate stage. This development technique means first creating the most basic version of a product, including three key characteristics:

- “It has enough value that people are willing to use it or buy it initially.
- It demonstrates enough future benefit to retain early adopters.
- It provides a feedback loop to guide future development.”

After the presentation, participants broke into smaller groups to discuss specific problems. They were tasked with 1) defining the problem simply, 2) outlining how one might research the problem and its solutions, 3) defining the user persona, and 4) articulating an MVP in one sentence.



**Graphic taken from presentation by Laura Hackney*

Interventions: What Works?

Karen Snyder of Free the Slaves and Martina Vandenberg of the Human Trafficking Pro Bono Legal Center co-chaired the working group on interventions. Other group members included Holly Burkhalter of International Justice Mission, Pauline Oosterhoff of the Institute for Development Studies, and Tim Gehring of International Justice Mission.

The group chose not to utilize a presentation and instead used their session time to have participants engage in a “world café” activity. Participants broke into four groups, the topics for which were informed by a two-question survey that had been sent out to all Forum invitees months prior. In the survey, participants were asked to identify one specific recent success and one specific recent challenge they experienced with their work. Common themes were then identified from the responses, and the group chose to structure their session around the following topics: 1) Enforcement of Victims Rights, 2) Criminalization of Victims, 3) Corruption, and 4) Labor Rights and Worker Protection.

Key takeaways from the concurrent discussions were reported afterwards, including the points below:

- Enforcement of Victims Rights:
 - It is imperative that civil society organizations remember that justice for survivors is not simply about criminal prosecution, but also about compensation. The field has seen many prosecutions, but little to no compensation for victims especially in the global south.
 - Supporting victims in building a new life means helping them seek education, find work, and be reintegrated into their home communities. These things can also be a form of justice for them.
 - It is extremely important to elevate the voices of survivors when discussing enforcement of their rights.
- Criminalization of Victims:
 - There is a need to expand the definition of a victim. For example, runaway and homeless youth should be included.
 - Criminalization of buyers and employers is necessary.
 - The field needs to take into account how policies meant to be helpful can actually hurt victims. For example, if a worker is undocumented, their penalties might be higher than those of the employer, leading the worker to not wish to report their situation.
- Corruption:
 - Mitigating corruption requires increased oversight. Investigative journalism and media have shown that exposing corruption can lead to increased pressure on those in power to implement better regulatory frameworks. This needs to be increased with special focus on government and corporations.
 - Recruitment fees need to be shifted from workers to employers.

- NGOs accompanying actors in the public justice system need to partner with police more often. These organizations should also be keeping a paper trail of all interactions with government officials and opposing parties.
- Labor Rights and Worker Protection:
 - Worker-centered monitoring and prosecution is key to identifying issues and gathering information.
 - In regards to prevention, there is a need for market-based enforcement of workers' rights via codes of conduct. These should be signed by corporations and enforced by health and safety committees. Consumers, both individuals and companies, should be targeted, as their support for such codes of conduct is imperative.

Session 3: Survivor Leadership and Inclusion

Tina Frundt of Courtney's House and Stepanie Molen of the Coalition to Abolish Slavery and Trafficking led the group on survivor leadership and inclusion, which also included Sophie Otiende of HAART and Cecilia Oebanda-Flores of Visayan Forum. The group walked participants through the basics of creating a survivor leadership program and articulated the importance of elevating survivor voices in the field. They explained that empowerment was key to a successful survivor leadership program and argued that survivors often find their voice through the following means:

- Leading solutions through activities that they choose
- Influencing other duty-bearers to innovate and better implement solutions
- Graduating to new opportunities (through skills training, education, jobs, etc.)
- Helping other survivors through modeling and coaching
- Participating in transparent strategies where they have the opportunity to provide feedback on and evaluate the effectiveness of programs

For allies in the anti-slavery field, the group stressed the distinction between an advocate and an expert. It is important that allies are trained by survivors and pay survivors for their time and expertise. Allies should also always be trauma-informed, understand their role as an advocate, and strictly observe confidentiality rules. Allies can support survivor leadership programs by allowing space for survivors to exercise agency, being conscious of the influence they have over program participants, honoring survivors for their time and contributions, and encouraging other organizations to work with survivor leaders.

A few best practices for survivor leadership programs were also explained, including the following:

- Recognize that a survivor is more than his or her story.
 - Organizations should offer more ways for survivors to lead than simply sharing their story, though that can be something they choose to do.

- Some survivors may want to share their leadership skills as advocates for the anti-human trafficking movement, but others may wish to advocate for their community to address other issues. This decision should be respected.
- Pay survivor leaders for their time.
 - Nonprofit policies and procedures should ensure payment for survivors when they are participating in speaking events.
- Survivors should receive empowerment and leadership training while they are participating in programming.
 - Survivor leadership starts during programming when survivors are given the opportunity to determine how and where they want to take the lead afterward.

Lastly, the group identified best practices for NGOs considering hiring a survivor or asking a survivor to serve on their board. A survivor in this situation should:

- Be at least 18 years old
- Have already gone through rehabilitation and reintegration process
- Have been out of their situation of trafficking or slavery for at least five years and finished with services from that provider for two years
- Have access to a support system (psycho-social support, self care, etc.)
- Receive trauma-informed training
- Define whether or not they wish to reveal their identity to the public
- Complete a background check and police clearance form to show criminal record
- Provide the organization with their legal name for pay compensation, understanding that they may choose to go by a different name publicly

A final point that was stressed throughout the course of this session was that of the importance of language. The group members explained that language is fluid and can mean different things to different people. Because of this, they argued allies should be asking survivors what language they prefer in order to be victim-centered and empowering. They also cautioned Forum participants against using words like “rescue,” “prostitute,” and “survival sex.” Frundt explained that “rescue” in particular could easily remind survivors of the language used by pimps or traffickers and leave survivors feeling indebted to the organization, rather than empowered.

Session 4: Network and Coalition Building

The final Forum session on Network and Coalition Building focused on elevating the collective voice of civil society organizations. Maurice Middleberg of Free the Slaves and Nathaniel Erb of Freedom Collaborative chaired this group. Other group members included Andrew Wallis of Unseen UK, Dominique Chauvet-Staco of the Pathy Family Foundation, Dorothy Rozga of ECPAT International, Hanni Stoklosa of HEAL Trafficking, Jenni Brown of End It! Movement, Leila Milani of Futures Without Violence, Neha Misra of Solidarity Center, Shawn MacDonald of Verité, and Venkat Reddy of M.V. Foundation.

Middleberg began the group's session with a presentation about the context of the topic. He explained that this group's topic out of the 2016 Forum's conversations about building a global professional society for the field and engaging with Alliance 8.7. In the months after the 2016 Forum, various leaders from the anti-slavery field expressed an interest in collectively engaging with the Alliance, so this working group was formed to start that conversation.

The first part of Middleberg's presentation included a basic overview of what Alliance 8.7 is and how it is structured. Middleberg explained that the Alliance's main goal is to catalyze relevant stakeholders to achieve Sustainable Development Goal 8.7, which aims to end slavery and trafficking by 2030. Membership of the Alliance is to be made up of worker and employer organizations, UN organizations, and civil society organizations (CSOs). The goals of the alliance include the following: 1) Accelerating action; 2) Conducting research and sharing knowledge; 3) Driving innovation; 4) Increasing and leveraging resources. To achieve these goals, governments, businesses, and civil society organizations will organize themselves into six thematic groups: 1) Rule of law & governance; 2) Conflict and humanitarian settings; 3) Migration; 4) Commercial sexual exploitation; 5) Rural development; and 6) Supply chains.

In organizing around the goals, civil society organizations must work to elevate a collective voice as the structure of the Alliance provides limited roles for the field. Because of this, the Network and Coalition Working Group researched the determinants of a successful social movement, and produced a literature review on the subject. Through this search, they concluded that three things were particularly necessary to create successful movement: 1) Shared agenda and goals; 2) Credibility and standing; and 3) Positive relationships and a supportive structure.

After outlining this information, the working group began identifying potential principles and goals that the anti-slavery field might adopt. The group presented these ideas to all Forum participants in the form of a draft strategy paper and asked for their feedback over the course of the rest of the session. After breaking out into smaller groups, participants returned to their plenary setting to report back on their initial thoughts. Key ideas that came out of this discussion included the following:

- Civil Society Organizations
 - Whatever entity for collective action the field creates should both be able to engage with Alliance 8.7 and be viable independent of Alliance 8.7.
 - There is a need to synthesize and communicate what Alliance 8.7 is and make it accessible at the grassroots level.
 - CSOs should map existing coalitions to see how they can be used to generate a shared agenda across regions and sub-fields.
 - The CSO community should argue that there is one seat missing at the table – in addition to CSOs, governments, and corporations, there should be survivor representation in Alliance 8.7.

- Worker and trade unions may require their own platform, outside of the CSO space.
- Governments
 - Destination countries should buy into programming in source countries as a method of prevention.
 - Any national action plan should include national accountability to address corruption.
 - Government engagement should not only identify tasks of the federal government but should also clearly lay out ways state, provincial, and local governments will be involved.
- Corporations
 - Companies should have board or compliance staff integrated throughout their business, not solely centered in a corporate responsibility department.
 - Both operations *and* supply chains need to be examined (the trend is to only consider forced labor in supply chains, but this is not always the case).

After all of the groups had reported back their initial thoughts, Middleberg explained that the next step would be for the working group to take into account all of the feedback and make edits to the strategy paper to redistribute to participants (see Appendix H). Ultimately, this group hopes that by the 2018 iteration of the Forum, the field will have a critical mass of NGOs from around the world involved in the creation of the CSO platform and shared agenda.

Looking Ahead and Closing Remarks

As the Forum approached its conclusion, participants took time to conceptualize actions for the coming year. The group agreed upon the following actionable steps for the coming months:

- The Network and Coalition Working Group will take into account all of the feedback provided on the Strategy Paper before redistributing it to all participants for further critiques.
- Forum participants will continue to engage in conversation around the creation of a shared agenda and goals by offering further feedback on the Strategy Paper and initiating discussions around this topic at other global convenings.
- After five years of holding the Forum in a similar fashion, the Advisory Committee will reassess aspects of its format, taking into account participants' desires to see more representatives from the global south, more survivor leaders, and additional disciplinary backgrounds present at the 2018 iteration.

Public Event

The Forum held a public event on the evening of October 5th at Stanford University featuring a conversation between Maurice Middleberg of Free the Slaves and author Austin Choi-Fitzpatrick. The discussion centered around Choi-Fitzpatrick's new book, *What Slaveholders Think: How Contemporary Perpetrators Rationalize What They Do*, which unveils both slaveholders' moral blindness and the intricate power relationship that can make it difficult to emancipate enslaved workers.

Choi-Fitzpatrick, co-editor of *From Human Trafficking to Human Rights*, has worked in the anti-slavery movement for over fifteen years. He recognized that while the story of slavery from the perspective of victims and survivors has been told many times, the thinking and rationales of the perpetrators has been largely unexplored. To rectify that, Choi-Fitzpatrick, who teaches political sociology at the University of San Diego's Kroc School of Peace Studies, conducted extensive interviews of slaveholders in northern India. His groundbreaking research made for an interesting conversation with Middleberg, followed by a lengthy period of questions and answers with the audience.

Appendix A: Objectives & Agenda

The Freedom from Slavery Forum has an overarching 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 2017 Freedom from Slavery Forum has four specific goals:

- To advance understanding of prevalence and determinants of slavery
- To address gaps in knowledge with respect to applications of technology and anti-slavery interventions
- To encourage and advance survivor leadership and inclusion
- To craft a strategy for building a more robust civil society coalition against slavery

THURSDAY, OCTOBER 5TH – PUBLIC EVENT

Author Austin Choi-Fitzpatrick on his new book, *What Slaveholders Think: How Contemporary Perpetrators Rationalize What They Do*

FRIDAY, OCTOBER 6TH – LEARNING

8:00am	Shuttle Departs from Crowne Plaza Palo Alto
8:30am	Breakfast
9:00am	Plenary Opening
10:00am	Break
10:15am	Session One: Prevalence Studies and Determinants of Slavery
12:00pm	Lunch
2:00pm	Session Two: <i>Participants may choose to attend one of the two concurrent sessions – 1) Interventions: What Works? or 2) Applications of Technology</i>
3:35pm	Break
3:50pm	Plenary Report Back
4:20pm	Plenary Closing

5:00pm **Shuttle Departs** for Crowne Plaza Palo Alto

6:30pm **Shuttle Departs** from Crowne Plaza Palo Alto

7:00pm **Dinner** at Spalti Ristorante

SATURDAY, OCTOBER 7TH – MOBILIZING FOR ACTION

8:00am **Shuttle Departs** from Crowne Plaza Palo Alto

8:30am **Breakfast**

9:00am **Plenary Opening**

9:30am **Session Three:** Survivor Leadership and Inclusion

10:30am **Break**

10:45am **Session Three Continued:** Survivor Leadership and Inclusion

11:30am **Lunch**

1:30pm **Session Four:** Network and Coalition Building

3:30pm **Break**

3:45pm **Plenary Closing and Next Steps**

5:00pm **Shuttle Departs** for Crowne Plaza Palo Alto

Appendix B: Participant & Organization List

Ordered by participant first name:

Name	Organization
Ame Sagiv	Humanity United
Andrew Wallis	Unseen
Ashley Feasley	US Conference of Catholic Bishops
Barbara Gosse	The Canadian Centre to End Human Trafficking
Betty Ann Hagenau	Bay Area Anti-Trafficking Coalition
Bhanuja Sharan Lal	MSEMVS
Biko Nagara	GoodWeave
Caitlin Ryan	Deloitte
Cathy Zimmerman	London School of Hygiene and Tropical Medicine
Cecilia Flores Oebanda	Visayan Forum
Dan Elkes	Elkes Foundation
Dave McCleary	End Human Trafficking Now
David Diggs	Beyond Borders
David Abramowitz	Humanity United
David Schilling	Inter-faith Center on Corporate Social Responsibility
Davina Durgana	Walk Free Foundation
Debra Orenstein	Passover Project
Dominique Chauvetstaco	Pathy Family Foundation
Hanni Stoklosa	HEAL Trafficking
Helen Sworn	Chab Dai
Igor Bosc	International Labor Organization
Jessie Brunner	WSD HANDA Center for Human Rights and International Justice, Stanford University
John Nehme	Allies Against Slavery
Judy Gearhart	International Labor Rights Forum
Julie Cordua	Thorn
Karen Campbell	Canadian Women's Foundation
Karen Snyder	Free the Slaves
Keeli Sorensen	Polaris
Kohl Gill	LaborVoices
Laura Dryjanska	Biola University
Laura Germino	Coalition of Immokalee Workers
Laura Hackney	AnnieCannons
Leila Milani	Futures Without Violence
Liz Salett	O.L. Pathy Foundation
Maddison Bruer	Deloitte

Maria Trujillo	Colorado Department of Public Safety, Division of Criminal Justice, Human Trafficking Program
Martina Vandenberg	Pro Bono Human Trafficking Legal Center
Maurice Middleberg	Free the Slaves
Mi Yung Park	A21
Molly McCoy	Solidarity Center
Monica Boseff	Open Door Foundation (Usa Deschisa)
Naseem Kourosh	Baha'is of the United States
Patricia Jurewicz	Responsible Sourcing Network
Pauline Oosterhoff	Institute of Development Studies
Rachel Micah-Jones	Centro de los Derechos del Migrante
Ruth Dearnley	Stop the Traffik
Sharan Dhanoa	South Bay Coalition to End Human Trafficking
Sophie Otiende	HAART
Stephanie Molen	Coalition to Abolish Slavery and Trafficking (CAST)
Tim Gehring	International Justice Mission
Tina Frundt	Courtney's House
Victor Butros	Human Trafficking Institute

Appendix C

Prevalence Studies and Determinants of Slavery Background Paper

Overview and Background

Many organizations conducting research in the anti-trafficking space have sought to analyze both the prevalence and determinants of modern slavery. However, these efforts are rife with difficulties. First, there are many forms of trafficking, almost all of which are kept explicitly hidden, making it challenging to research, estimate, and analyze prevalence and determinants. Trafficking, by its criminal nature, occurs in the shadows of society, making it challenging to uncover. Secondly, slavery is not defined in a single way by a single country or institution. The Palermo Protocol is one standard, but is not recognized as a singular source of truth, making it difficult for disparate organizations to collaboratively collect and analyze data. Without one, clear definition you can't hope to accurately measure it.

Prevalence: *how many people, often classified by region or country, at one point in time living under the subjugation of modern slavery.*

Determinate: *a factor or set of factors that decisively affect a person's situation of slavery. Often a range of behavioral, biological, socio-economic and environmental factors.*

The International Labour Organization (ILO) and Walk Free Foundation (WFF) have dedicated over fifteen years to conducting anti-trafficking research with the specific goals of attempting to measure the prevalence of modern slavery and isolating its key determinants. The ILO is known for monitoring and providing guidance regarding employment standards at an international level. The Walk Free Foundation strives to protect human rights through international collaboration and an integrated strategy. In an effort to eliminate redundancy in human trafficking research, the ILO and WFF have partnered together to release the Global Estimate of Modern Slavery in early 2018. The estimate will combine the ILOs methodology for determining forced labor with the WFFs Global Slavery Index (estimation per country and globally)² to give a more accurate and holistic estimate of the global prevalence of modern slavery. If we, as the anti-trafficking community, can come to a greater consensus on the definition of slavery and its many forms, the best methods for capturing data on all those affected, and the factors that put people most at risk for trafficking, we can create more effective and durable solutions.

Prevalence is a vigorously debated topic; determinants, perhaps even more so. As populations, technology, currency, and other circumstances change, so do the factors that lead to trafficking. This paper will further discuss the common findings from past and current research about the prevalence and determinants of modern slavery.

Prevalence

In order to understand the true scope of human trafficking, the prevalence of the issue must be known. Prevalence is the proportion of a *specific* population or an *entire* population who had or have a certain characteristics in a given period of time.⁶ It is very difficult to determine the

percent of various populations that are at risk of, or are currently trapped in, slavery. Many authors of literature reviews and studies share a common conclusion: victims of human trafficking come from all education levels, races, ethnicities, genders, cultures and socioeconomic groups.⁹ Because of this diversity, it is impossible to pinpoint a “typical victim” of human trafficking, thereby increasing the challenge for researchers to determine both what qualifies as trafficking and how to quantify the number of people living in conditions that fit the definition.

Measuring Prevalence in the Past

“Global modern slavery is hard to measure... [In] management speak, if you can’t measure it, it doesn’t exist.”¹ The concealed and global nature of human trafficking poses challenges not only in collecting data, but also in attaining consistent measurements across borders.

The Global Slavery Index, a WFF program, is an effort to combat these challenges and accurately measure the prevalence of modern slavery.² The 2016 findings reported 45.8 million people in 167 countries are suffering from a form of modern slavery.³ Previously, over 50 countries had been represented in a random sample, also incorporating available data from the International Organization for Migration.³ Now that the ILO and WFF are collaborating, the methodology will be modified to include additional sources of data, enabling more comprehensive statistics in future years.

Determinants

In addition to understanding how many people are affected by trafficking, it is equally important to examine what factors lead to enslavement. There are several key determinants that contribute to human trafficking globally, including: social, political, economic, and environmental factors. Identifying the key determinants is crucial to understanding the root causes of this complex issue so that lasting solutions and preventative measures can be implemented.

The literature identified twenty-five risk factors. The World Health Organization (WHO) defines a risk factor as “any attribute, characteristic or exposure of an individual that increases the likelihood of developing a disease or injury.” The literature encompassed risks related to individual, household, community and societal influences, including risks both in and out of an individual’s control. The most commonly noted risk factors include: gender; age; irregular migration; low skill labor; knowledge gaps; recruitment practices; and law and policy gaps.⁸ Based on the Freedom Fund report, described below are examples of key factors that increase people’s risk of being trafficked.^{3,8}

Gender: Reports indicate that females are more vulnerable to certain forms of exploitation. These forms might include the following scenarios: 1) Girls traveling via overland transit and those using irregular channels may be at risk of harm at border control sites where sexual favors may be demanded for onward passage; 2) Female-headed houses experienced greater vulnerability because of social or class discrimination; or 3) Often times the work women are recruited to do, such as domestic work, enables exploitation. A common underlying explanation for female’s higher risk of poor migration outcomes is gender discrimination and inequalities.

Recent estimates suggest that females comprise a greater proportion of those in situations of forced labor.⁸

Age: Reports indicate that young age is a risk factor for exploitation; however some literature states that it is difficult to distinguish between young migrants and victims of trafficking.⁸

Irregular Migration: Irregular migration, movement which is illegal in some way, is a high risk of exploitation. Reports indicate that because the paperwork involved with migrating can be expensive and tedious, migrants may take underpaid or unsafe work available for undocumented immigrants.⁸

Low skill, poorly or unregulated labor sectors: Reports indicate that certain low skill labor roles, such as domestic work, agriculture, construction, and deep-sea fishing, are associated with exploitation. Workers may report excessive hours, lower wages, unsafe working conditions, and physical assault. Because these positions can be informally coordinated, particularly for undocumented workers, these unregulated sectors create more opportunities for exploitation.⁸

Poor migration knowledge among prospective migrants: A lack of knowledge among migrants contributes to their chance of being exploited. Many interventions target to raise awareness amongst the migrants.⁸

Recruitment: Various parties may recruit individuals in the process of labor migration and include “extortionate fees, deceptive verbal agreements and paper contracts, withholding passports, lying about ultimate employment locations, etc.” Until fair recruitment can be assured, the challenge for programming is to help individual avoid falling prey to exploitive recruiters.⁸

Law enforcement and policy problems: Literature indicates that policy gaps and problematic regulations hinder protection and limit migrant rights. Gaps in police enforcement and prosecution at district levels create barriers for victims to access justice and grey areas in bringing perpetrators to justice.⁸

There are also factors that span across several determinant areas. For example, global warming can lead to food insecurity, poverty, natural disasters, environmental degradation, and displacement.⁷ Cross-functional determinants require further examination, as they could be causing more vulnerability than is currently realized.

Conclusion

Coming to a consensus on how to measure the prevalence of trafficking is an essential element in the fight to eliminate it. Yet, there is little consensus around the number of trafficked persons in the world at any given time, leading to disunity in communicating about the issue among the anti-trafficking community. The collaboration between ILO and WFF to create a new measurement methodology seeks to help all organizations better understand and communicate the scope of the problem, which will lead to stronger advocacy and more support for the movement. It is equally important to come to consensus around the key factors that increase the likelihood of a person being trafficked. When anti-trafficking groups are able to align on the

key determinants of modern slavery, they can begin to work together to create solutions that target prevention, rescue, and rehabilitation.

Discussion questions:

1. What challenges do you predict can come from the new metric that the ILO and WFF have collaborated on releasing?
2. What other determinant(s) do you believe are crucial to understand in combatting human trafficking? How can these factors gain exposure?
3. How will a single measure of prevalence impact your organization?

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Appendix D

Applications of Technology Background Paper

Human trafficking as a criminal industry is thriving, generating around \$32 billion a year in profits, according to UN estimates¹. With an estimated 21-30 million slaves globally, the anti-trafficking industry is challenged in identifying and addressing the complex organized criminal nature of the industry worldwide.

Advances in technology make it easier for criminals to expand operations, particularly when criminal enterprises are free from constraints faced by law enforcement and anti-trafficking organizations. More so, effective technology applications to criminal activity have lowered the risk level for traffickers. Thus, in order to more effectively tackle such crime, anti-trafficking organizations must have the capabilities in place to understand and adapt to changes in the technological environment.

Technological innovations are not just being applied to self-driven cars or the “highly valued” smartphones we use regularly. Much innovation is applicable to a variety of contexts, including criminal activities such as human trafficking. This paper shares a few examples of technologies exploited or likely to be exploited by human traffickers and takes a look at what anti-trafficking organizations are doing, and can do more of, to enable the efficient use of appropriate technologies in combatting human trafficking.

How Traffickers are Using Technology

Digital innovations allow crime to cross physical and digital barriers at new speeds and unbridled scalability in an already low-risk industry. Traffickers today use social media, websites, network access, and hacking as tools and tactics to learn about and manipulate victims. Traffickers commonly use these tools to mine data that becomes useful information about the potential victim’s environment and their vulnerabilities. Through a study conducted with minor sex trafficking survivors, Thorn found that for domestic recruiting, the use of gaming websites and Facebook is increasingly common.² It is also becoming increasingly common for victims to learn about job opportunities through social networks that become situations of labor trafficking.

Criminals have tapped into the world of online transactions, allowing traffickers to more easily keep records and expand their financial enterprises. While traffickers are using media and online forums to advertise to both victims and buyers, the financial transactions are also oftentimes technologically enabled. Numerous cases are brought to courts across the nation

¹ Factsheet on Human Trafficking." United Nations. https://www.unodc.org/documents/human-trafficking/UNVTF_fs_HT_EN.pdf

² <https://www.wearethorn.org/spotlight/>

each year in an attempt to hold institutions responsible for allowing such transactions, but the truth is that it can be difficult to pinpoint legal vs. illegal activity. However, it is promising to see the move towards corporate responsibility and prevention methods being extended to all corners of the criminal ecosystem.

Traffickers also use digital platforms to more securely communicate and get to know their customers. For instance, Thorn's survey of minor sex trafficking survivors found that traffickers are increasingly using technology tools to engage and communicate with potential buyers. Three out of four survivors surveyed indicated to have been advertised online. However, the study also found limited use of technology when survivors attempted to escape from their situations.³ Another more notable online app that has increased the dangers of social media is the live streaming app called Live.me. "Live.me is a social platform that allows users to connect with others and earn virtual goods which can be exchanged for prizes, rewards and cash."⁴ The app allows for viewers to duplicate the live stream and use it for their own personal gain, ultimately taking control of the content away from users. It also gives perpetrators open access to victims and allows for easy manipulation through the exchange of adult images or videos for prizes or virtual goods.

Use of Technology in the Fight against Trafficking

Traffickers rapidly adapt to and take advantage of newly available technologies and anti-trafficking organizations cannot afford to fall behind. Many new technological innovations apply to our efforts and can significantly improve the success of our initiatives. Some technologies can help organizations work more efficiently as an enterprise, including case management or communication technology tools, and others can significantly help uncover where and how these crimes take place. For example, the rise in complex global supply chains and increased movement across borders, which has made it easier to exploit workers, can also be addressed using innovations in technology like Blockchain and Smart Contracts (which allows programs and applications to a ledger)⁵. Additional tools such as mobile payments

Blockchain and Smart Contracts

*With the right ecosystems of relevant stakeholders and comprehensive knowledge around how the crime takes place in a specific scenario, a Blockchain can be developed to shed light on potential human trafficking situations, increase the risk of detection and deter others from committing the crime. This promotes **transparency and traceability** in a network, ultimately **reducing human error** and human malicious activity in the role of a trusted third party (e.g. labor brokers or middleman). To complement this effort, Smart Contracts are an extension of Blockchain that allow for certain actions to be automatically honored (e.g. automatically pay out of crop insurance to seasonal workers when a rain threshold isn't met), and are put in place to **ensure transparency of transactions, and fair compensation and treatment**.*

³https://271511qnwey246mkc1vzqg0-wpengine.netdna-ssl.com/wp-content/uploads/2015/02/Survivor_Survey_r5.pdf

⁴ http://www.cleburnetimesreview.com/news/cac-warns-parents-about-live-me-app/article_ebce3400-4fb5-11e7-9b77-0fd4a915051a.html

⁵ Deloitte Consulting LLP Blockchain & Smart Contracts Proof of Concept document

and payment tracking systems are used internationally so manufacturers can ensure workers in end-factories are being paid. Deloitte is leveraging its resources and Blockchain knowledge to highlight ways this technology can be applied to supply chains worldwide with the hope of sharing best practices with other domestic and foreign partners looking to find ways to better protect third-party vendors and employees.

Big data can be used to identify potential instances of human trafficking as well as areas where traffickers might be attempting to recruit. Big data is characterized by its volume (given that its size is too large for traditional databases), velocity (because of its high speed of change), and variety (due to the multiple sources of data it draws from). As one example, Thorn's Spotlight Tool was developed to better collect, assess, and analyze data on human trafficking.⁶ Through a multi-stakeholder partnership, the Spotlight tool draws on data from multiple sources – saving law enforcement time and increasing efficiency in identifying and defending victims of human trafficking. Other capabilities, such as photo recognition technology, can complement data scraping by identifying potential traffickers or victims. Demand Tracker, a tool created to post ads as decoys to identify buyers, has been a successful technological tool that demonstrates that anti-trafficking organizations can keep up with the fast-paced evolution of technology in the space of exploitation.

Mobile apps that allow for real-time mapping of resources and organizations residing in a specific state, county, or city is an incredibly valuable technological tool in allowing regions to see the overlap and gaps in their services to victims. This insight allows officials to make more informed legislative policies and organizations to 'speak' to one another. The anti-trafficking ecosystem can sometimes be difficult to identify, and tools like these help uncover areas where programs and policies can have the most impact. Examples include the use of a mobile app by the Alliance for Freedom, Restoration, and Justice (AFRJ) to survey counties in Florida to heat map existing organizations, and the effort by the World Wildlife Fund to use a crowdsourcing platform to identify potential acts of forced labor in the shrimp supply chain in Thailand.

Overall, there are numerous uses for technology applications to support the fight against trafficking. However, it is important to recognize that not all applications are viable options for all stakeholders, and the use of technology comes with its own set of challenges.

Challenges and Solutions in the Use of Technology to Combat Trafficking

Technology adoption is often the biggest obstacle to wielding the tools and platforms made available today. To bridge the gap in technology adoption, we recommend looking at several key elements that lead to successful or optimal use of technology and innovation. First, identifying personnel that understand and can keep up with innovations in technology is essential. **Talent** hired or trained with this knowledge should also have the skills to understand

⁶ <https://www.wearethorn.org/spotlight/>

how technology can be exploited by criminals and how anti-trafficking organizations can use technology to counteract, if not supersede, advances in criminal activity. Because of this, survivors of trafficking, who have knowledge of the crime, are being trained in sophisticated technology skills to help organizations tackle these issues. Tech-savvy talent can help build the capacity of these organizations and their personnel, training the entire staff to leverage technology wisely. However, organizations don't have to strive to have the latest innovative tool or gadget to achieve their missions; simply training employees or volunteers in key tools, such as social media or website design, can greatly impact the efforts already being undertaken.

Second, while anti-trafficking organizations often evaluate their performance, and establish structured thinking through the point of view of the potential survivor or survivors, criminal organizations think in terms of what is in the best interest of their **organization**. How can they do their operations more effectively and securely? How can they increase their profits? To increase the impact of our efforts, we should also complement our human-centered approach with organizational analysis and strategy. Organizations should revisit and evaluate their strategies and mission often to identify what they are doing well, what they can improve upon, and what tools or methods can help them achieve those goals. An organization that has a concrete and succinct mission can more easily identify the technology to best support their efforts and what organizational changes need to be made to overcome the challenges of using such tools.

Third, anti-trafficking organizations can embrace technology when they work within the right ecosystems, **partnering** with other organizations that can help bring value and make the best use of innovations. Different sectors have different abilities, and by working together organizations can complement efforts and augment impact. This can often mitigate the obstacle of affordability and access to tools and applications; if organizations are open to sharing resources and data, it makes the force against trafficking all that much stronger.

Conclusion

Technology can often illicit fear or negative reactions from organizations and people. We all know that technology can be a powerful vessel to help us carry our messages and missions forward, but it can often be unattainable or difficult to adopt. Today's world is moving faster than ever before, creating ways to make the battle against trafficking that much more effective. However, we must also remember that traffickers are using the very tools and platforms that we use in our everyday lives. How can we be better at wielding those tools for preventive measures? How can we train our staff and volunteers in the digital age to ensure we don't lose footing against traffickers? These are the fundamental questions we must ask ourselves first. Then, with the help of the entire ecosystem, we must invest our time and attention to finding symbiotic partnerships to share data and unlock the power of technology; because no one organization, person, or tool can do it alone.

Discussion questions:

1. What are some well-defined, small, challenges where you think technology could play a role? How would you test whether or not a technology approach helped in this area?
2. Do you feel like your organization is using technology as effectively as possible? Why or why not?
3. Do you feel like your staff are adequately trained and technology savvy? If yes, what are cost-effective ways you provide training to your staff that you can share with others (i.e. free online training or webinars)?
4. How can we be better at wielding technology (including social media, big data, etc.) for preventive measures?

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Appendix E

Intervention: What Works? Background Paper

There are many different types of interventions aimed at addressing human trafficking by helping survivors access vital resources and prevent re-victimization. This Forum's participants have experience with a diverse range of interventions. Some directly involve survivors, while others focus on combating the issue by catalyzing resource allocations, addressing gaps in service, facilitating changes in policy, or assisting law enforcement to identify and police the issue more effectively. Building on survey responses and informant interviews collected in August of 2017, this paper describes successful interventions in four general categories: technology, rehabilitation programs, policy or procedural, and collaborative partnerships. Each category boasts distinct factors and characteristics integral to the success of interventions.

Prior to exploring examples of successful interventions at greater length, it is important to acknowledge the complexity of assessing human trafficking interventions. Just as each trafficking case is subject to unique circumstances and is difficult to quantify, solutions and interventions are also extremely nuanced and challenging to standardize. With that understanding, this paper aims to explore a handful of first-hand experiences and strategies shared by Forum participants. Furthermore, because there is no single standard for success in intervention, this paper does not adhere to any particular definition of success. Rather, the report relays interventions that have been successful according to the personal experiences of the participants surveyed.

Technological Interventions

Successful technological interventions can help quantify the magnitude of trafficking and enable victim identification. In doing so, these interventions can increase public awareness and funding for the issue as well as improve the efficiency of law enforcement activities.

Allies Against Slavery's Tier 1 Screener is an electronic tool that helps frontline agencies and stakeholders quickly and effectively identify victims of minor sex trafficking by removing bias in the identification process. This tool mitigates some of the cultural bias that often prevents first responders from acting on suspicion of trafficking, by integrating a short survey as part of the intake process. The platform allows responders to catalog concerns, seek support, or complete a deeper guided assessment, if necessary. The Screener was initially piloted as a hotline at an organization with no baseline of victim identification. By the end of the pilot, the organization determined that 1 in 5 youths they made contact with were victims of trafficking.⁷ This information enabled the organization to appropriately assess the size of the issue and solicit \$1.5 million in grants for their programs.⁸ In another case involving a juvenile justice

⁷ John Nehme, "Intervention: What Works?," telephone interview by Alexis Bailey. August 23, 2017.

⁸ Ibid.

stakeholder, the Screener nearly doubled monthly identification of victims.⁹ By demonstrating that a significant number of children represented by the organization were victims of trafficking, the group was able to ensure that they received needed counseling and services, as opposed to imprisonment. By improving the identification process, the Screener helped youths who may have otherwise fallen through the cracks and encouraged law enforcement to approach all youths from a trauma-informed perspective.

Similarly, Thorn, an organization that develops a variety of analytics platforms for use by law enforcement, uses Spotlight, a platform which allows officers to focus on social networks and solicitation ads that are most likely to involve cases of child sex trafficking. Spotlight greatly reduces the amount of time needed to correctly identify trafficking ads (by up to 60% in some cases).¹⁰ Efficient identification technology enables law enforcement officers to better employ their resources and intervene earlier in suspected trafficking cases.

Although the Sourcing Freedom Transparency Platform, developed by GoodWeave, does not target law enforcement, this intervention builds on partnerships with companies to measure and directly address trafficking. The platform uses data analytics to visualize company supply chain inspection data in a dashboard, allowing businesses to view possible trafficking in their current supply chain - as well as trends over time. The tool gives companies a better sense of where to look within their supply chain, and builds on their partnership with GoodWeave to begin making necessary investments to address human trafficking.¹¹

Rehabilitation Programs and Centers

Successful rehabilitation programs and centers feature survivor input at the core of their strategy, in addition to a comprehensive – and permanent – path to reintegration. Included in the latter are a strong infrastructure for community support (survivors and service providers), stable housing, and career (as opposed to job) training.

Coalition to Abolish Slavery and Trafficking (CAST) recently developed group activities for their youth program to promote overall wellness. After interviewing program participants, CAST learned that the youths wanted to develop a stronger community by participating in collective activities that did not require revisiting their past trauma. Examples of such activities include yoga, empowerment conferences, outdoor conferences, etc. Although it is too early to quantify the impact of these new events on long-term indicators of wellness (stable housing, jobs, etc.) the program has seen high levels of engagement and satisfaction from participants.¹² The Open Door Foundation also focuses on creating a sense of community and building overall wellness. In this case, the organization fosters a sense of community between the survivors and service providers by working in a shared space and participating in activities, such as trips to the beach or the park, together. The organization emphasize resilience and provides survivors with necessary tools, such as self-defense classes, to deal with difficult situations (such as facing their traffickers, should the situation arise).

⁹ Ibid.

¹⁰ Julie Cordura, “Intervention: What Works?,” telephone interview by Nahal Jalali. August 23, 2017.

¹¹ Nina Smith, “Intervention: What Works?,” telephone interview by Alexis Bailey. August 25, 2017.

¹² Carolyn Lumpkin, “Intervention: What Works?,” telephone interview by Alexis Bailey. August 14, 2017.

Courtney's House is another organization with survivor input at the core of its strategy. In addition to offering overall wellness activities such as dance, art, and yoga, the organization has an active social media presence that is jointly maintained by staff and survivors to build and promote their community. Courtney's House launched these social media accounts with insights gained from a local high school. They contain videos and information about intake activities, field trips, meals, and day-to-day life at Courtney's House, without featuring identifiable information, locations, or content about the survivors' past experiences. The accounts are meant to show how life can be during recovery while protecting the privacy of the survivors. The supportive community fostered through these events and the organization's strong social media presence are not only beneficial to current survivors, but have also caused many children in trafficking situations to seek out services from Courtney's House.¹³

AnnieCannons also utilizes a strong support network to increase the success of their three-phased training program for web development. They pair the career training program with case management to ensure that students have stable housing, finances, adequate child support, and counseling. This stability enables students to successfully complete the program without disruption. Key to AnnieCannons' training intervention is the web development company (formally separate from AnnieCannons) that provides employment opportunities to students once they pass through all phases of training. The anonymity of this development company allows students to launch their professional careers without the stigma of being identified as a survivor.¹⁴ AnnieCannons leadership attribute the overall success of their program to the supportive community of survivors and faculty, the idea that most survivors are seeking careers – not jobs, and the focus on technical skill development as opposed to soft skills. ¹⁵

The Visayan Forum Foundation established Center of Hope, a safe house providing housing and legal services to victims of trafficking. Their primary demographic are youths aged 16-24, though they have provided protective custody and services to children as young as one. Survivors are able to stay at the safe house as long as they require services. Several of the youths served by Center of Hope have successfully reintegrated into their communities, have stable housing and occupations, and have earned legal convictions against their traffickers. As with the other interventions in this category, VF leadership attribute the success of Center of Hope to the strong network of care providers that are well-versed in the particular needs of the survivors. Additionally, the strong referral system, partnerships with law enforcement, and involvement of interfaith communities contribute to this success.¹⁶

Policy and Procedural Interventions

Successful policy and procedural interventions are effective at educating stakeholders, building on trends of public support, and leveraging key relationships within the community.

As far as formal policy changes, CAST was involved with an effort to pass Senate Bill 447 in California. This bill requires foreign labor contractors to register with the United States Labor

¹³ Tina Frundt, "Intervention: What Works?," telephone interview by Alexis Bailey. August 23, 2017.

¹⁴ Laura Hackney, "Intervention: What Works?," telephone interview by Nahal Jalali. August 25, 2017.

¹⁵ Ibid.

¹⁶ Cecilia Oebanda, "Intervention: What Works?," email interview by Nahal Jalali. August 26, 2017.

Commission, and prohibits contractors from charging recruitment needs or housing rates above market value. This successful policy change was made possible by educating lawmakers.¹⁷ Similarly, HEAL Trafficking recently worked with medical associations in New York State to initiate a policy that would call for all hospitals to have training and protocols in place for dealing with human trafficking victims. Though the leaders of this effort cited some randomness in the success of this effort when compared with others, there may be some notable factors. According to HEAL leadership, key factors included sufficient general political will, public traction and attention around the issue of trafficking, and evidence supporting the benefit of such protocols.¹⁸

Though not formal policy measures, CAST and Courtney's House employed educational efforts to challenge the perception of survivors as victims, and successfully diverted resources used to imprison survivors to go towards early identification and intervention efforts. Leveraging relationships with law enforcement in DC, Courtney's House created a system in which possible trafficking survivors who are found in a criminal situation are brought directly to Courtney's House without being handcuffed.¹⁹ Through extensive education and relationship-building, CAST made a similar agreement with the Los Angeles City Attorney's office. In this agreement, CAST negotiated that if a suspect were identified as a trafficking victim by CAST, the office would dismiss any charges brought against them.²⁰

These arrangements are not codified in policy, but they are integral to combatting the cycle of trafficking by mitigating two distinct challenges faced by survivors. The first is hesitation to come forward for fear of arrest, incarceration, or deportation. The second challenge is the vulnerability of survivors to become repeat victims without stable housing, jobs, public benefits, and education – all of which are jeopardized by a criminal record. These interventions demonstrate the importance of relationships with local officials, especially those in law enforcement, and the significant impact of such partnerships.

Collaborative Partnership Interventions

Successful collaborative partnership interventions build on strong networks of service providers, law enforcement, and government officials to address gaps in services or secure needed resources. Themes common to successful interventions include bridging gaps in service and communication, mapping current resources, and leveraging collective bargaining power to raise funds and address gaps.

The Canadian Centre to End Human Trafficking has identified the Collaborative Consortium Models, like those implemented in the province of Ontario, as an example of a successful intervention. Collaborative Consortium Models are networks of NGOs and service providers (often 25-30 such organizations) in a community or municipality working together to develop a collaborative care path for trafficking survivors. Ontario's consortium strengthened relationships between stakeholders and mitigated silos in the service provider community by

¹⁷ Stephanie Richard, "Intervention: What Works?," telephone interview by Alexis Bailey. August 15, 2017.

¹⁸ Hanni Stoklosa, "Intervention: What Works?," telephone interview by Nahal Jalali. August 29, 2017.

¹⁹ Tina Frundt, "Intervention."

²⁰ Stephanie Richard, "Intervention."

holding monthly meetings. The consortium also referred survivors to relevant service providers throughout the region, successfully mapped resources, and identified gaps in services. The consortium also worked collectively to submit funding proposals to meet specific gaps. According to the Centre, recognition of the particular trauma counseling and needs of trafficking survivors in the province resulted from any effort to establish organizations equipped the identified gaps in service.²¹

As an advocacy and coalition building network, Chab Dai has partnerships with government ministries, UN agencies, and NGOs around the world. As an example of a successful intervention, three women were approached by private broker in Cambodia to travel to China on the false pretense of employment. In reality, the broker was trafficking these women into forced marriage in China. The broker moved them through Vietnam to take advantage of lax visa environment, however representatives of the Cambodian embassy recognized signs of trafficking and collaborated with Chab Dai, as well as another organization to safely coordinate the return of the women to Cambodia.²² The factors underlying the success of this intervention were adequate training of embassy personnel to identify the signs of trafficking, as well as the coalition and relationship-building required to connect these women to needed services.

Conclusion

Participants of this forum submitted a range of successful interventions that were grouped into four major categories. Technological interventions enable victim identification and help companies target their efforts to address trafficking by visualizing their supply chains. Rehabilitation programs and centers employ survivor input and community building to build a comprehensive path to reintegration. Policy and procedural interventions depend on education through advocacy and relationship-building with stakeholders to improve conditions for victims and survivors of trafficking. Finally, collaborative partnership interventions leverage cooperation between governments, law enforcement, and service providers to identify and fill gaps in services.

As evidenced by the diverse interventions described above, success comes in many different forms and often depends on collaboration between multiple groups of stakeholders. Learning from successes and leading practices can strengthen each individual effort and bring all stakeholders closer to the ambitious goal of ending trafficking.

Discussion questions:

1. Have you or your organization experienced similar successes in interventions across the four categories explored in the paper?
2. What is your definition of success? Do you agree with the general themes highlighted throughout this paper?
3. What are the major challenges you would cite related to intervention?

²¹ Barb Gosse, "Intervention: What Works?," telephone interview by Nahal Jalali. August 24, 2017.

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Appendix F

Survivor Leadership and Inclusion Background Paper

Promotion of Survivor Leadership

Survivors of human trafficking can be the strongest advocates to promote change and develop programs that will help eradicate modern day slavery. Activating survivors' ability to lead and influence others brings tremendous value to anti-trafficking efforts, and both survivors and allies, or non-survivors, alike recognize this. Survivors can do so by developing leadership self-awareness, and allies can support this by taking shared responsibility in encouraging leadership growth in survivors.

Successful models, such as the Coalition to Abolish Slavery and Trafficking (CAST) National Survivor Network (NSN), have begun to set the standard for survivor inclusion within survivor leadership programs with a focus on embracing "all survivors, regardless of gender, age, nationality or type of trafficking experience." [i] Visayan Forum (VF) ensures that survivors are equipped with employable skills and given access to job opportunities, contributing to a lasting and more durable state of well-being. Such models focus on survivor leaders working within existing programming; however, survivors can also use these skills as leaders in their own families and communities.

Organizations such as Courtney's House, for example, have created leadership opportunities outside of traditional programming for minors to engage in while they are still clients. [ii] They have demonstrated great success by inviting survivors to attend meetings as "interns", serve as part of a welcome committee for new clients, and lead social media campaigns – always framing participation as *their* choice.

For the purposes of this paper, we describe the various opportunities to promote survivors' leadership skills based on where they are in their recovery journey; that is, survivors as current clients of service providers, or survivors as graduated clients who are over the age of 18 and have completed a recovery program. Service providers should be aware they may have a strong influence over current and/or graduated clients. When an organization is developing a program, often survivors are eager to please, and might over-commit; this is something both survivor and non-survivor staff need to keep in mind. How an organization engages and requests the support of a survivor is important in mitigating these types of occurrences, and minors should *never* be approached to share their story publicly.

Survivors as Recovering Clients

As a first step, an expert in trauma management (e.g., potentially someone on staff or on staff at a sister organization that can provide consult via phone or in-person meetings) should assess each survivors' stability and preparedness for survivor leadership opportunities. Based on these determinations, various opportunities may exist to infuse survivor leadership in an engagement model. Clients at the start of their recovery may be reticent to get involved in any capacity. When this is the case, survivor leadership should be "light touch" and should include volunteer

activities that provide immediate satisfaction or impact, like developing social media that other survivors can follow. The focus should be on survivors choosing their own recovery support system (e.g., tutors or mentors) and activities to participate in as much or as little as feels comfortable. Also, before survivors get involved with an organization, it is important for them to research the organization to see if they agree with their approach to serving human trafficking survivors and to confirm that empowerment is part of that approach.

Survivors as Graduated Clients

A graduated survivor may choose to grow leadership skills, be a part of the anti-trafficking movement, and/or build community with other survivors. Graduated survivors can provide significant insight into program development, create outreach materials, and shape policy specific to their own lived experience. They are also integral for providing key insights on how government, law enforcement, health care providers, policy, and other leaders have overlooked them. By identifying those weaknesses, survivors serve as subject matter experts and help organizations build stronger programs better at identifying current victims and preventing further trafficking in communities.

Organizations or allies will often approach survivors to ask them to publicly share their story and learnings from lived experience. If a survivor would like to use his or her voice, then timing, compensation, and a set of agreed upon readiness criteria (e.g., counseling, training, etc.) should be outlined before an engagement. Frequently, survivors experience a sense of guilt or obligation that compels them to share before they are ready. Survivors must understand that sharing their story is their choice to make and is but one of many ways to use their voice. Encouraging survivors to get involved in other capacities helps demonstrate their impact is greater than their story alone. See Figure 1 for additional best practices for graduated survivors and organizations supportive of survivor leadership.

Adult survivors who have graduated programming should:	Organizations supporting survivors should:
<ul style="list-style-type: none"> • Be stable (determined by initial interview or assessment with an expert in the field) • Say no when asked to speak about their experiences before they feel ready • Be 18 years or older and have the “okay” from an attorney to be able to be public about being a survivor, or share details about their experience • Successfully complete a Survivor Professional Development training to learn skills to engage in public discussions, create outreach and education materials, interact with social media, work with law enforcement, influence public policy, enhance survivor-informed services, and provide effective peer review • Feel empowered to be their own agents of change and realize their impact is greater than their story alone • Contribute to organizations in small and large ways that promote personal growth and recovery 	<ul style="list-style-type: none"> • Have SLPs designed and led by survivors • Encourage survivor leadership in the structure of the organization (e.g., delegating a board position for a survivor, hiring survivors on staff, integrating survivor feedback in programing) • Provide a safe space for survivors to practice speaking in public • Compensate survivors for sharing their expertise and time (e.g., in the form of a stipend or other form of compensation depending on work status) • Develop a system to identify additional supportive services needed when survivors are triggered while engaging in the program • Empower survivors to be their own agents of change with impact greater than their story alone • Offer a broad set of trainings and opportunities for individuals, tailored to a diverse population of survivors, both in terms of gender and sexual orientation

Figure 1: Survivor Leadership Best Practices

The Importance of Survivor Leadership Programs (SLPs)

Empowerment is a baseline tool for leadership development. Empowering survivors enables them to find their voice in leading, influencing, and aiding themselves and others. Survivor Leadership Programs (SLPs, as we refer to them in this paper) have proven to be effective mechanisms for building empowerment, so the remainder of this paper will focus on the benefits of developing a SLP and provide tools for their successful development.

Survivor Leadership in Program Design^[iii] ^[iv] ^[v]

We believe that survivors should help design as well as manage SLPs, when possible. Successful programs incorporate cultural norms, personal values, and social protocols, thus transforming a recovery environment into a platform for leadership development. It is important to understand that survivor leadership might not serve the organization by building capacity in some cases, but much of the time, it does. There are some cases where the development of an SLP may not wholly align with the programmatic and policy goals of the organization, when organizations take it on solely for the value of promoting survivor leadership. Discussions about the risks and benefits of SLPs should take place at the onset of program development.

While there is no “one-size-fits-all” approach to building SLPs, the best practices outlined below in Table 1 have proven successful in private sector leadership program design as well as those utilized across anti-slavery organizations.

Survivor Leadership Program (SLP) Design Best Practices
<ul style="list-style-type: none"> • Gain support at the highest levels of the organization to develop survivor leadership. Stakeholders can gain buy-in by sharing other successful programs and models found in both the private sector and other anti-slavery organizations.
<ul style="list-style-type: none"> • Focus on collaboration. Research shows that as organizations continue to evolve from isolated actors to networks and ecosystems, leaders must work together in new ways, including collaboration across generations, geographies, functions, and internal and external teams.^[vi] This collaboration results in greater creativity, more robust perspectives, and enhanced communication.
<ul style="list-style-type: none"> • Encourage survivors to play an active role in the design of each program component. Organizational leadership should work to create a structure to gather input and direction from survivors to ensure involvement in planning as well as in executing. <ul style="list-style-type: none"> ○ By including survivors in the planning stages, there will be greater emphasis on leadership as a tool for survivor empowerment as they are able to voice the various ways in which they would like to contribute to their community on the issue of human trafficking or other issues that affect them. ○ By engaging survivors to develop and lead trainings for new program entrants, organizations can focus an eye towards the successful execution of tailored programmatic objectives. ○ Once programs have been successfully planned and executed, organizations should develop mechanisms to collect feedback from survivors in a timely manner as a means to continuously improve program quality.^[vii]
<ul style="list-style-type: none"> • Codify survivor roles and responsibilities through adopted policies and procedures. Policies should clearly outline the various roles survivors may take on within a leadership program, as well as provide the resources and support they might need, such as training.
<ul style="list-style-type: none"> • Incorporate a trauma-informed approach, which includes: <ul style="list-style-type: none"> ○ Ensuring physical and psychological safety of survivors in the workplace. ○ Transparency in organizational operations. ○ Peer Support (i.e., support from other survivors) to enhance collaboration and utilize their lived experience to promote recovery and healing. ○ Programming to ensure that the organization moves past cultural stereotypes and biases.
<ul style="list-style-type: none"> • Provide payment for survivors' time when you can. When financial compensation is not feasible, do everything possible to show value and respect for the time survivors are providing.

Table 1: Survivor Leadership Program (SLP) Design Best Practices

The Role of Allies and Promotion of Survivor Inclusivity

While we encourage SLPs be managed by survivors when possible, we know that program development, legal support, and other skills sets, such as media training, may easily be leveraged from allies. However, it is important for allies to understand their role within the organization. Building trust and empathy is key, as is making confidentiality a top priority so that survivors feel confident that they are in a space where they can focus on recovery and personal development. [viii], [ix]

It can be challenging to bring together organizations, even those with a common mission; however, allies should make concerted efforts to reach out to survivor-run organizations to strengthen collaboration efforts. Not only will this serve to inform realistic strategic goals and priorities, it can also amplify the impact of organizations' missions by creating synergies steeped in evidence and expertise provided by survivor-run counterparts. When partnering with survivor-run organizations, fair compensation and incentives should always be provided.

iFIGHT with Non-Survivors

Visayan Forum mobilizes ally youth leaders through the iFIGHT movement, a social mobilization strategy reaching out to schools and communities where young people are most vulnerable. Though youth are most vulnerable to abuse, they are also the most powerful to affect change, and equipping them with awareness about the evolving modus operandi in trafficking and cybersex is a first step. School officials are enlisted to support school-based clubs to sustain the involvement of these students, and they are connected through online platforms as well.

Lastly, allies are in a unique position to amplify advocacy for increased survivor representation across multiple levels. This can be done by promoting greater survivor involvement in research and publications as well as conferences, as demonstrated with this *Freedom from Slavery Forum* and working group collaboration. [xi], [xii] Further, allies can also take a lead role in advocating for/against key legislation, as is done with groups like the Alliance to End Slavery and Trafficking (ATEST) and a host of non-profit actors. [xiii]

Conclusion

We have observed that organizations who have been able to utilize SLPs have been successful in raising greater awareness about human trafficking and developing preventive tools aimed at reducing the number of victims. Everyone must play a role in ending modern day slavery, and by tapping into the power and energy of individuals with lived experience, we will come one-step closer to eradicating modern slavery. The tools that survivors gain in leadership, no matter the program, will permeate their lives, opening up more opportunities to influence the communities in which they live.

Discussion questions:

1. What might a leadership program look like for you?
2. In what ways do you think survivor stories can impact your organization or community efforts? In what ways do survivors from your program wish to be involved most?
3. What are some of the obstacles you have encountered, if any, in implementing a leadership program?
4. If implementing a SLP, come prepared with questions or challenges to talk through during the presentation.

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Appendix G

Network and Coalition Building Background Paper

In August of 1963, over 200,000 people gathered to hear Martin Luther King Jr. deliver his “I have a dream” speech.¹ And while he titled his speech “I have a dream” and not “I have a plan,” the civil rights movement in America found success through immense organized planning.

This report (1) identifies the foundational building blocks to create a successful anti-human trafficking social movement, (2) provides a framework to leverage those building blocks, and (3) identifies the key partnerships and their roles in the anti-human trafficking movement.

“Successful movements do things that failed ones don’t.”² Impactful civil movements occur through creating a powerful and engaging narrative as well as a space which accelerates the learning of many small groups committed to making a difference in the domain.³

Foundations of a Successful Movement

The primary foundation of a successful social movement incorporates an aligned and engaging narrative. Alignment includes agreement on purpose, values, and clearly defined goals, in addition to a shared understanding of the problem and a shared plan of attack.⁴ Small groups energize all parties involved as they come together and create a united voice.⁵ An engaging narrative includes a clear, concise, and compelling story that acts as the unique yet common thread through which the movement lives. Yet, since movements move, the key leaders must create a space through which the movement breathes, multiplies, and evolves.

The second foundational building block of a strong social movement involves creating the space to accelerate the learning of many aligned small groups.⁶ To create effective spaces, the key participants of the movement should foster long term relationships to achieve shared goals through impactful venues of communication. Key participants must physically meet in groups at the lowest levels of involvement with volunteers (e.g. coffee shop meetings) as well as at the highest levels of leadership at events such as the *Freedom from Slavery Forum*. Additionally, collectively investing (both time and financial resources) into a technology platform facilitates learning by bringing participants to share insights over time.⁷ By leveraging knowledge sharing platforms such as the one built by Alliance 8.7 or in partnership with the Salesforce Foundation, NGOs effectively accelerate learning through both sharing best practices and crowdsourcing solutions to current problems.⁸

An effective collaborative platform allows for the sharing of best practices. Such best practices could include campaign techniques from the End It Movement,⁹ technology solutions from companies like Thorn,¹⁰ and leadership development opportunities through traditional academic avenues such as executive MBAs with a focus on social impact.¹¹ By identifying, articulating, and sharing achievements as well as opportunities, non-governmental organizations (NGOs) create the capability to identify and leverage successful solutions whether they originate from global organizations or grassroots efforts.¹² This structure allows NGOs to replicate and scale up these solutions to provide benefits for the entire network.¹³

Successful Frameworks

Appropriately implementing those building blocks involves incorporating frameworks from other successful social movements and avoiding the framework mistakes of unsuccessful movements. First, lead from the top. The Occupy Wall Street movement failed due to a lack of leadership and structure.¹⁴ Consequently, it lacked a unified and engaging story with a shared set of values, purpose, and goals. Second, focus on and strengthening small groups instead of gathering large crowds. The Optor movement in Serbia, which sought to overthrow the Milošević regime, warned its activists through training of the potential negative consequences related to holding demonstrations too early.¹⁵ Third, train people in small groups. The movement must transfer its aligned and engaging narrative along with agreed upon values, purpose, and goals to new participants. Intentional training of beliefs equips individuals to stand upon and articulate their shared values instead of merely shouting catchy slogans.¹⁶ The civil rights movement exemplified training done well as calm and collected individuals sat composed while snarling dogs and police batons encroached upon them.¹⁷ Finally, think inclusively not exclusively. Martin Luther's "I have a dream" speech appealed not only to African Americans but also to the larger public who aligned with many of the core foundational beliefs of the country.¹⁸ Focusing on including more stakeholders instead of focusing on excluding a set of stakeholders facilitates the opportunity to connect with loose ties to form partnerships with pillars of power.

The Power of Partnership

Creating a civil society platform for an effective AHT movement should involve key partnerships among three primary stakeholders: civil societies, the public sector, and the private sector.

According to the Global Fund for Women, any successful movement must also create a "shared understanding of where the movement is, what the capacity needs are, and develop action plans accordingly."¹⁸ The Global Fund for Women also notes that creating a successful movement requires seven key components: (1) a strong grassroots base, (2) a strong leadership pipeline, (3) strong alliances, (4) a collective political agenda, (5) use of multiple strategies, (6) a

Example of Partnership Success

*Formed in 2007, DOJ's Human Trafficking Prosecution Unit, is a specialized unit created to lead prosecutions of novel, complex, multi-jurisdictional and international human trafficking cases in collaboration with United States Attorneys' Offices nationwide. The unit handles prosecutions for federal, state, local, tribal, and international law enforcement and non-governmental partners. In addition to prosecutions, the unit plays a leading role in delivering capacity-building programs and strengthening strategic partnerships based on survivor-centered best practices in human trafficking investigations.*²¹

support infrastructure, and (7) a strong collective capacity to ensure safety and security of human rights defenders.¹⁹ The Human Trafficking Institute and the creation and adoption of Senegal's HIV/AIDS policy provides illustrations of how these seven key components can be employed to create a successful anti-human trafficking movement.

HTI unites civil society, the public sector and the private sector operating under the core premise that, "trafficking collapses when justice systems send traffickers to jail." HTI's strategy is two-fold. First, HTI creates fast-track courts within the justice system equipped to handle human trafficking cases. Secondly, HTI provides a diversity of stakeholders, specialized units, with training and leadership development through HTI's law enforcement academy. HTI and the HTI law enforcement academy seeks to create a "shared understanding of where the movement is" and builds a strong grassroots base by creating specialized units comprised of people from the nonprofit, law enforcement, legal and justice systems.²⁰ The U.S. Department of Justice's (DOJ) Human Trafficking Prosecution Unit provides an example of the specialized units and fast track courts created by HTI's law enforcement academy.²²

Creating an effective civil society platform could glean from the lessons learned during the creation and adoption of the HIV/AIDS policy in Senegal, particularly the actions taken to create strong alliances, a collective political agenda, and the use of multiple strategies. Senegal serves as a model among African countries in its control of HIV/AIDS. Since the early 2000's Senegal's HIV-prevalence rate has been below one percent, a success that policy experts attribute to the country's timely response to the crisis.²³ Senegal's success can also be attributed to the approach taken by the UNAIDS Global Reference Group on HIV/AIDS and Human Rights.²⁴ Prior to identifying an action plan the UNAIDS Global Reference Group created the framework and key guiding principles that any HIV/AIDS efforts would operate under.²⁵

The UNAIDS Global Reference Group approach identified that any effective HIV/AIDS cooperation and programming would operate within a human rights based approach using principles established by the Vienna Consensus. Establishing common operating principles allowed for a unified framework and goals among donor governments and International NGOs.²⁶ The group also outlined the respective roles and responsibilities of donor organizations, which included the establishment results-based programming.²⁷

The private sector also plays a critical role in creating an effective AHT movement. To prevent and deter instances of trafficking, corporations must first embrace the responsibility of ensuring that none of their ventures inadvertently support trafficking. A multitude of industries can facilitate trafficking from the use of forced labor within the agriculture and manufacturing industries, to the use of technology to assist commercial sexual exploitation.

Secondly, the private sector's financial sponsorship is critical to AHT movement. The private sector can offer guidance on how private sector solutions can be employed to

Example of Partnership Success

*A founding gBCAT member, **Delta Airlines** adopted a "zero tolerance for participating in and engaging in activities that enable or further human trafficking."³⁰ Delta Airlines now trains personnel through the Department of Homeland Security sponsored, **Blue Lighting Initiative (BLI)**. The BLI trains airline personnel to identify potential traffickers and human trafficking victims, and to report their suspicions to federal law enforcement. To date, more than 70,000 personnel in the aviation industry have been trained through BLI.³¹*

enhance AHT efforts. Formed in 2010, the Global Business Coalition Against Trafficking (gBCAT) provides a forum for businesses to understand how human trafficking affects their operations and supply chains, and to design effective and pragmatic solutions to combat traffickers.²⁸ gBCAT unites major corporate players such as Coca-Cola, Ford, Microsoft, and Carlson in the fight against human trafficking.²⁹

While no secret formula exists to guarantee the success of the anti-human trafficking movement, learning from successful social movements of the past increases the potential for realizing the end to modern slavery. By utilizing the key building blocks of a successful social movement - a unified engaging narrative and collaborative spaces - leveraging a proven framework, and coordinating with key stakeholders, our world is one step closer to the freedom of millions of enslaved individuals across the globe.

Discussion questions:

1. What are examples of other partnerships you have witnessed? What has made them successful?
2. If you could partner with any organization or stakeholder, who would you partner with and what goals would you aim to accomplish?
3. What is the single biggest obstacle to your organization partnering with others? Time, location, resources, etc.

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- Andrew Wallis, Unseen UK
- Dominique Chauvet-Staco, Pathy Foundation
- Hanni Stoklosa, HEAL Trafficking
- Jenni Brown, EndIt Movement
- Leila Milani, Futures Without Violence
- Neha Misra, Solidarity Center
- Shawn MacDonald, Verite
- Venkat Reddy, MV Foundation