



# Global Collaboration Against Human Trafficking Report:

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Fourteen Essential Principles for Working with  
Human Trafficking Victims

# GLC Baseline Research

Number of interviews:

**30** From 25 countries

Number completed in English or 'other language'

**25** in English\*  
**5** in Spanish

\*1 interpreted from Latvian to English

## To participate, they had to:

- Provide services to victims of trafficking (either labor, sex, or both);
- Serve adult victims;
- Be available for a Skype conversation lasting between 60-90 mins.

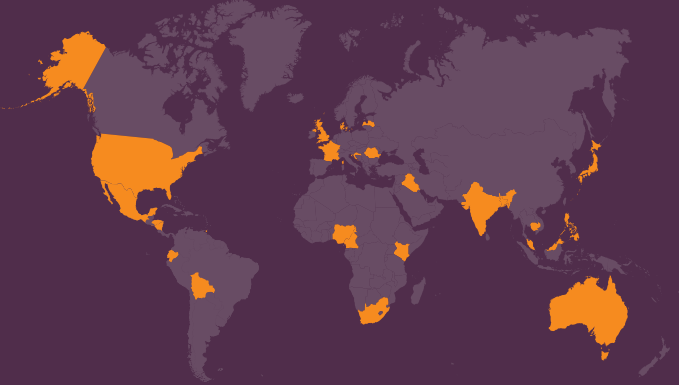
Participants were interviewed in a semi-structured, open-ended interview style, led by a guide developed with Safe Horizon's ATP staff.

## The guide included questions such as:

- How participants viewed the needs of trafficking victims?
- How their organization sought to meet those needs?
- If/how perspectives of their organization, government, culture, or community helped shape the services and resources offered to victim?

## Represented Countries

Australia	Kenya
Bangladesh	Latvia
Bolivia	Malaysia
Cambodia	Mexico
Cameroon	Nicaragua
Croatia	Nigeria
Denmark	Philippines
Ecuador	Romania
France	South Africa
Honduras	Trinidad and Tobago
India	UK
Iraq	USA
Japan	



## Type of clients the organizations served

17

17 organizations provide services to both sex and labor trafficking survivors

9

9 provided to only sex trafficking survivors

4

4 provided services to labor trafficking survivors

## Organization Size



**7 LARGE ORGS**  
(MORE THAN 10 STAFF)



**6 MEDIUM**  
(BETWEEN 5-10 STAFF)



**12 SMALL**  
(UNDER 5 STAFF)



**5 UNKNOWN**

## What Works:

- Competent and passionate staff
- Individualized services and care
- Collaboration with external orgs and allies
- Effective policies and funding
- Using media as an awareness tool
- Measuring success

## Challenges encountered:

- Identifying victims
- Addressing stigma
- Complexities of collaboration
- Ineffective policies and limited funding
- Sensationalized media coverage of human trafficking
- Lack of measurable outcomes

## Insights from Interviews

“Successful organizations are successful because they work well together with the police and the prosecution.”

—Michelle Mildwater, HopeNow, Denmark

“Measuring success should be done in respect to empowering the victim: [their trafficking experience] was not their fault, they are not a criminal, what happened to them is not their identity. Outcomes should be a reframing of [their] trafficking and their role in the experience.”

—Adrian Alexander, CURB, Trinidad & Tobago

## Conclusion & Recommendations

- Need for collaboration across agencies.
- Identify what success means for trafficking victims and defining a way to measure.



## Introduction from Safe Horizon's CEO

The document in your hands is the culmination of more than two years of work. It is a first-of-its-kind project conducted with the ultimate goal of providing all victims of human trafficking with the best services, no matter where they are in the world.

As you see in the adjacent graphic, the first phase of the project involved collaborating with Rutgers University to survey 30 organizations in 25 countries to learn: 1) How programs identify victims of human trafficking, 2) How services are provided to clients, and 3) How providers define success. Based on that research, ten service providers were selected to participate in a Global Learning Collaborative (GLC) that met monthly to explore the question of what works, and why, in responding to victims of human trafficking.


The results of our concerted efforts are the 14 Principles of Practice (PoPs) outlined in this brief. The PoPs are unique in that all ten providers agreed that these principles are essential to supporting trafficking survivors, regardless of an organization's mission and approach. The development of the PoPs is testament to the hard work of the providers and their core belief that, in the end, we all want the same thing: To provide the best support to survivors on their journey to recovery.

Safe Horizon and its Anti-Trafficking Program would like to thank Philip Morris International (PMI) for its generous financial support of the Global Learning Collaborative. We expect it will impact the lives of thousands of human trafficking victims around the world. We also want to thank our GLC members, survey participants, allies, partners, government officials, and all Safe Horizon staff who have supported our work throughout the years. In particular, we want to recognize the Anti-Trafficking Program team for its hard work and dedication on this project, as well as all the contributors who provided content for this final document; it was truly a collaborative effort.

We are very proud to start this conversation, yet we recognize it is just the beginning of what is necessary to realize our ultimate goal of providing all human trafficking victims with the very best, research-backed services. We look forward to ongoing conversations with our global partners, and to exploring together how to advance this important work.



**Ariel Zwang**  
CEO, Safe Horizon



“From a restorative justice background, we look at systemic change. Trafficking in Persons is not a new scenario; efforts to stop it are historical, but it keeps coming back. This is not a question of law alone, it is how we view one another as human beings. So, beyond the realm of law, how do we bring systemic change? That’s a challenge and I love a challenge.”

–Adrian Alexander, *Caribbean Umbrella Body for Restorative Behaviour (CURB)*

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# Introduction

Human trafficking and forced labor have existed for centuries, and an estimated 25 million people worldwide\* are victims of forced labor each year. Yet, the field that is working to help these survivors is young.

As public awareness grows and service providers, advocates, law enforcement, and governments place greater emphasis on supporting survivors and ending this horrific crime, there is an urgent need to collect and share knowledge about how we can best assist human trafficking victims in finding safety and regaining control of their lives.

Service providers all over the world are working alongside survivors to develop prevention strategies, and to provide much-needed services including counseling, emergency services, and job training—often with minimal resources.

Until now, however, there has been little, if any, effort to find consensus within the field—in fact, ideological differences among groups have splintered the growing movement, making it difficult to adopt fundamental practices that ensure survivors have access to high-quality care.

That's why Safe Horizon's Anti-Trafficking Program, with financial support from Philip Morris International, designed a project that would harness the experiences of direct service providers around the

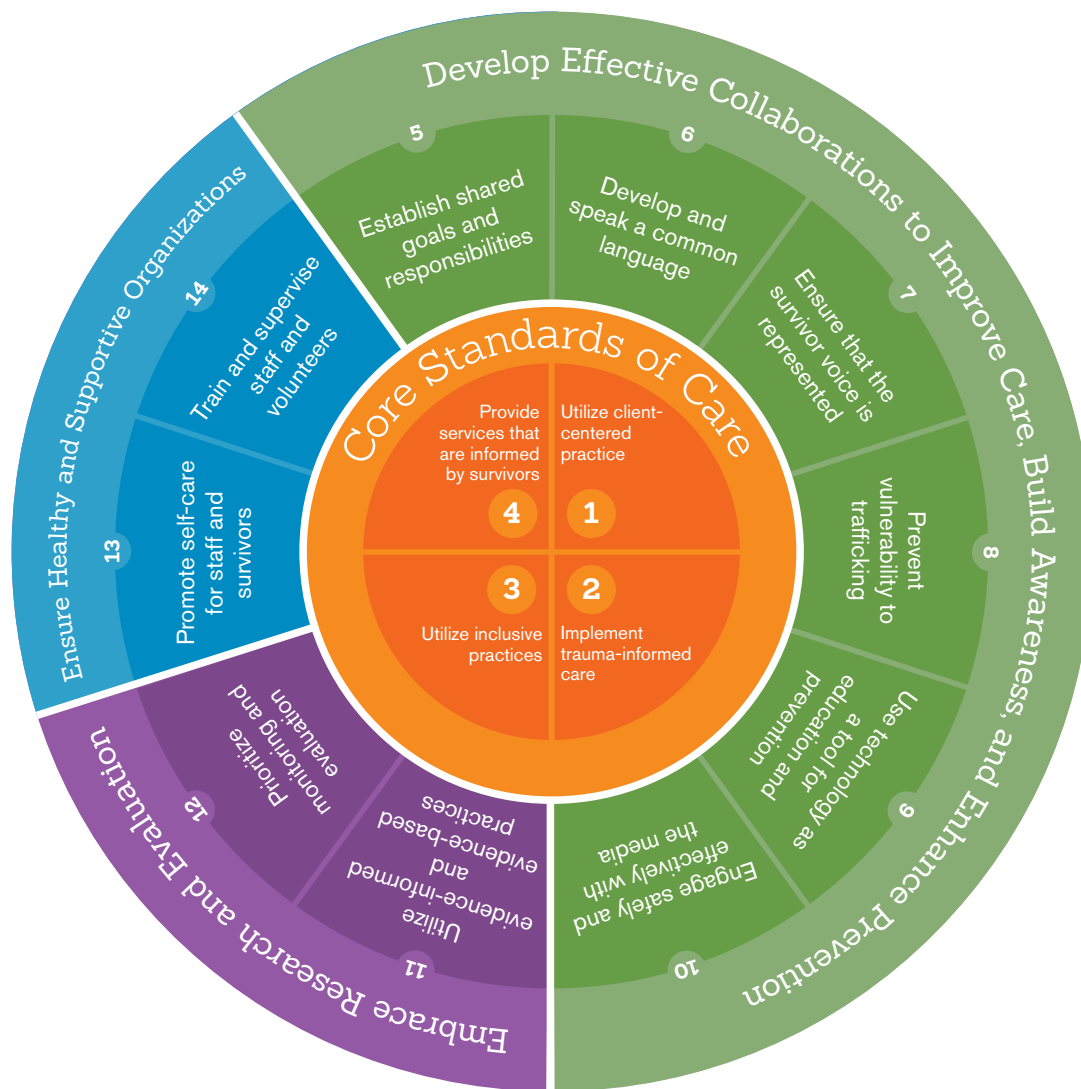
world to help support and build the movement's collective wisdom. The goal: To discover a consensus around practices that could serve as a foundation for future research and the eventual development of internationally-utilized evidence-based practices.

The resulting Global Learning Collaborative (GLC) is a truly unique endeavor that combines research and the perspectives of ten social service providers from nine nations, all with very different missions, approaches, and clients. Though the organizations are diverse by design, the outcome of a year's worth of conversations is a remarkable agreement on common strategies to improve the lives of the clients they serve.

The group settled on an underlying set of fourteen globally-minded, evidence-informed, testable recommendations. These Principles of Practice (or PoPs) can be implemented to assist trafficking survivors—regardless of their location, age, gender, or experience—on their path toward the restoration of justice. Determining what constitutes justice for trafficking survivors and how to integrate justice into a service provider's work is not a simple task, but all providers agreed that the concept of justice must inform any effort to serve trafficking victims, and that each of the PoPs described here plays a role in the pursuit of justice.

\* "Global Estimates of Modern Slavery: Forced Labor and Force Marriage"  
International Labour Organization and Walk Free Foundation, Geneva, 2017.





The first four PoPs are foundational in nature, and the last ten are intended to broaden and enhance the efforts of service providers and others in the anti-trafficking field. The PoPs fall into the following categories, and are expounded upon in the next section of this document:

- **Implementing Core Standards of Care for Trafficking Survivors:** Principles 1–4 should inform all of the direct services that providers offer. They are essential to quality care, and the foundation of any effort to support trafficking survivors.
- **Developing Effective Collaborations to Improve Care, Build Awareness, and Enhance Prevention:** Principles 5–10 are subdivided into two categories, with 5–7 focused on how to establish effective collaborations and 8–10 focused on specific collaboration objectives.

- **Embracing Research and Evaluation:** Principles 11 and 12 focus on the value of research and evaluation to ensure quality service and ultimately achieve evidence-based practices.
- **Ensuring Healthy and Supportive Organizations:** Principles 13 and 14 articulate the need to ensure a safe and healthy work environment by promoting self-care and providing adequate training.

The Principles of Practice (PoPs) are not an exhaustive list of how to provide services; rather, they set the foundation for high-quality care and reinforce the necessity of building partnerships, extending research and learning, creating a safe and supportive environment for clients and staff alike, and, most of all, ensuring the survivor and their experiences are central to every part of the service providers' work.

# The Principles of Practice 1–4: Implement Core Standards of Care for Trafficking Survivors

While GLC members discussed many practical services that should be available to survivors of human trafficking in order to aid in recovery, four principles emerged as basic, non-negotiable standards of care:

1. Utilize client-centered practice
2. Implement trauma-informed care
3. Utilize inclusive practices and non-stigmatizing language
4. Provide services that are informed by survivors' experiences

As opposed to defining *which* services should be provided, these core principles focused on *how* services are provided. They are founded on the idea that healing and recovery are facilitated through positive interactions between people, rather than practical assistance alone. Lastly, these practices can be implemented and utilized in any program regardless of size or financial endowment.

## The Industry Standard Intertwined with Inclusivity

Recognized within the United States as well as internationally, *client-centered practice* (CCP) and *trauma-informed care* (TIC) are becoming the standard in victim services. While there is some disagreement within the anti-trafficking movement on the delivery of survivor support, most agree that CCP and TIC are the best frameworks in which to provide services.

That widespread support is in part because CCP and TIC are informed by research, and in part because they acknowledge the value in an individual's autonomy and ability to self-heal.

In both approaches, positive interactions between survivors and service providers facilitate healing and serve as an intervention in itself. In addition, both CCP and TIC encourage the formation of survivor-provider relationships based on dignity and respect, and promote other healing properties, such as being non-judgmental and utilizing strengths-based practices. In addition, CCP and TIC can be established regardless of a program's size, what services it delivers, or its available resources.

Intertwined with the tenets of CCP and TIC is the goal of establishing a practice that is inclusive of all trafficking survivors, utilizes non-stigmatizing language, and is informed by survivor experience.

**PoP 1: Utilize client-centered practice** that ensures survivors have the best chance at healing by empowering them to make their own decisions, continually eliciting feedback about their needs, and treating each survivor as an individual with a unique set of experiences, reactions, and recovery needs.

**PoP 2: Implement trauma-informed care** that prevents re-traumatization of survivors and mitigates the impact of vicarious trauma on staff by fully integrating knowledge about trauma into policies, procedures, and practices.

**PoP 3: Reduce barriers to care by utilizing inclusive practices and non-stigmatizing language** so that any trafficking survivor who seeks assistance feels confident they will receive or be directed to the services they need.

**PoP 4: Provide services that are informed by survivors' experiences** by listening and incorporating each survivor's unique knowledge and feedback and, when appropriate, seeking feedback from survivor advisory boards.

## Challenges

Despite widespread support, there is a dearth of research examining the use of CCP and TIC *when working with human trafficking survivors*, and there is no common understanding or method of integration among providers. The use of non-stigmatizing language is also subject to debate; for example, there continues to be discussion in victim services about whether individuals who survive crime should be called “survivors” or “victims.”

These issues and others create challenges to implementing CCP and TIC and creating an inclusive survivor-informed environment, which means a survivor may experience CCP or TIC in different ways, depending on where they receive services.

Even with the challenge of identifying practices that are not consistently defined locally—or internationally—GLC members were able to agree on core components of CCP, TIC, inclusivity, and survivor-informed service that are vital to supporting survivors.

GLC members also agreed that working through these challenges and striving to adhere to these four core PoPs will create greater opportunity for survivors to heal. For example, inclusivity allows all survivors access to services, and non-stigmatizing language helps clients remain engaged in services because they feel respected and seen for their humanity, not their victimization. Services that are survivor-informed help to ensure that individuals receive the care they need and provide opportunities for everyone involved to engage in anti-trafficking work at a level at which they feel comfortable, whether as a client, advocate, and/or staff member.

Of course, working through the challenges associated with these four fundamental principles will require education, effort, and commitment. To aid this process, the GLC has developed robust explanations for each.

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## PoP 1: Utilize client-centered practice (CCP)

All GLC members agreed that CCP is vital for helping human trafficking survivors begin the healing process because it supports their ability to reconnect to their self-efficacy and self-determination after experiencing a highly controlling, dehumanizing victimization.

As mentioned above, CCP can be defined in a number of ways, and the variation in its interpretation and implementation guarantees that the way in which survivors are treated will be different from program to program. In an effort to level the field, GLC members have taken the initial steps in coming to an agreed-upon definition of CCP by identifying three core components that can be applied across programs on an international level: 1) allowing clients to make their own decisions about their lives; 2) consistently eliciting feedback from clients about their needs; and 3) treating each client as an individual with unique experiences, reactions, and recovery needs.

### Component 1: Allow Clients to Make Their Own Decisions about Their Lives

Survivors are experts on their own lives and know best what they need to recover and heal. The provision of information is the major practice that supports this component, and providers should give information to clients about their rights, services, legal options and processes, possible consequences of choices, and anything else they may need to be informed enough to make the very best decisions available. Providers can do a number of things to aid in their clients' ability to make their own decisions, including:

- Explain all program processes the moment a client enters the door, which will help them understand why certain information is being asked for and how it will be utilized so they can make an informed decision about what to share in the moment.
- Provide information about client rights in the program, as well as their rights in any system they may have to navigate.



## Component 2: Consistently Elicit Feedback from Clients about Their Needs

GLC members recognized that a survivor's needs will change over time depending on their individual recovery process. Continually checking in with clients to learn about their current priorities helps a survivor feel cared for and empowered to express themselves. In addition, GLC members strongly believed in creating space for survivor voices to be heard throughout their time receiving services. Providers can do a number of things to elicit feedback from clients including:

- Begin intake and assessment by allowing the client to identify their main concerns and describe the type of support they are looking for before asking direct assessment questions.
- Throughout interactions, ask clients how they are feeling, what they are thinking, and what their thoughts and reactions are about the information that is being provided.

## Component 3: Treat Each Client as an Individual

Client experiences are vastly different, and treating each person as an individual helps them feel cared for and seen as a whole person rather than a “case.” Individualized assessment and service planning that meet each person's needs are vital in helping survivors heal in the way that is best for them. GLC members also stipulated that a core component of individualized service is having strong referral partners, in case one program isn't equipped to meet all client needs. Providers can do a number of things to treat each client as an individual, including:

- Complete a comprehensive assessment to ensure services are individualized and address the client's needs at the time. Continually assess needs throughout service provision, as they may shift over time.
- Develop relationships with community providers who offer various non-clinical healing activities such as: yoga, art therapy, and meditation that may better help some clients heal.

## Benefits of Utilizing the CCP Framework

One of the major benefits of utilizing the core components of CCP as identified by the GLC members is that they can be implemented in any program regardless of capacity. Being client-centered is not about the unreasonable expectation that services must meet the needs of every client that walks through the door; rather, by seeing and treating clients as whole beings who are capable of making their own decisions, CCP is about helping clients begin to reconnect with themselves, and respecting their choices.

The feedback GLC members have received from clients is that clients feel respected and “cared for” when service providers continuously elicit their feedback about what they need in the moment, and respect their decisions. Using the CCP framework allows for the development of a positive relationship between the service provider and clients. That relationship in and of itself further facilitates the healing process because it may be one of the first respectful relationships the survivor has experienced in some time.

## Challenges of Utilizing the CCP Framework

While the benefits of using the CCP framework are many, GLC members also identified some challenges. For example, there may be a lack of options available for survivors to choose from, a situation that is often the case when working in under-resourced systems. However, since the real benefit of CCP is that clients can make informed choices based on the options available, providers can still practice the framework by providing information and allowing clients to make the best choice for them even when the service options aren't perfect. Providers can acknowledge that the choices are poor, but still help clients see they have power and choice within a less-than-ideal situation.

Another challenge is offering a CCP framework when survivors may also be engaging with outside programs and systems that are not client-centered. Though the framework is not a priority for many systems, providers can still utilize CCP while supporting survivors as they navigate other programs by helping them gather information and make choices for themselves, even when it's more challenging to do so. Service providers

can, to the best of their ability, advocate for clients in order to ensure that their wishes are respected to the greatest extent possible.

### Resources for Further Exploration of Client-Centered Practice:

- ▶ **OVC TTAC.** “Human Trafficking Task Force e-Guide.” <http://www.ovcttac.gov/taskforceguide/eguide/1-understanding-human-trafficking/13-victim-centered-approach>
- ▶ **International Organization for Migration.** 2009. “Caring for Trafficked Persons: Guidance for Health Providers.” [http://publications.iom.int/system/files/pdf/ct\\_handbook.pdf](http://publications.iom.int/system/files/pdf/ct_handbook.pdf)
- ▶ **SAMHSA-HRSA Center for Integrated Health Solutions.** “Motivational Interviewing” <https://www.integration.samhsa.gov/clinical-practice/motivational-interviewing>

### Case Study: No Room for Bias

A teenage survivor of child marriage was rescued by a Christian-based shelter. When she arrived, and it was discovered that she was eight weeks pregnant, the girl requested an abortion but was told by shelter staff that abortion was wrong and that she would go to hell if she pursued one. She was encouraged to love the child, regardless of the rape that had gotten her pregnant. A more client-centered approach would have allowed her the opportunity to explore all of her resources, find a shelter environment that aligned with her choice, and access the medical care that she desperately needed.

## PoP 2: Implement trauma-informed care (TIC)

A trauma-informed approach realizes the widespread impact of trauma, recognizes its signs and symptoms, responds by fully integrating knowledge about trauma into policies, procedures, and practices, and helps prevent client re-traumatization. While each survivor's experience is different, most come to service providers with multiple trauma symptoms (some severe) that impact their ability to engage in services and heal from victimization.

In addition, service providers also absorb the impact of trauma on a daily basis as they listen to various client experiences and provide assistance. GLC members recognized the importance of TIC for both clients and staff, as it fully acknowledges the impact trauma has on all individuals. As with CCP, there are multiple definitions of TIC, and implementation appears different across organizations. However, GLC members identified the following core components of TIC that could serve as the foundation for establishing a definition applicable to organizations on an international level: 1) Take steps to prevent re-traumatization of clients and 2) Help staff mitigate the impact of vicarious trauma.

### Core Component 1: Take Steps to Prevent Re-Traumatization

Survivors of human trafficking often experience a great deal of trauma, and receiving services or working within the legal system can exacerbate their trauma symptoms. The first step to preventing re-traumatization is for service providers to fully understand the impact of trauma and how it presents in their clients. From this initial step, service providers can then determine how best to tailor their services to prevent re-traumatization. Here are a few examples of how to onboard and support staff in the prevention of re-traumatization:

- Provide opportunities for all staff to learn about trauma, by attending trainings, viewing webinars, and/or creating space for reading informative materials.
- Integrate the TIC framework into program meetings, staff individual supervision, and group supervision.

- Review intake, assessment, and service-planning processes to ensure clients do not have to repeat the telling of their experience to staff.
- Try to connect clients to other programs that also utilize trauma-informed care. If this isn't possible, try to coordinate with other providers to lessen the amount of information the client has to provide.

### Core Component 2: Help Staff Mitigate the Impact of Vicarious Trauma

Within a TIC framework, GLC members strongly recommend that staff are supported to lessen the impact of vicarious trauma. Vicarious trauma happens when staff are exposed to traumatic material and it changes them in ways similar to the clients they are working with, such as developing feelings of fear, hopelessness, and powerlessness. Members recognize that working with trauma survivors will impact the service providers and it is the organization's responsibility to help staff manage the effects of the work through efforts such as:

- Providing monthly reflection groups for staff to come together and talk about how the work is impacting them, and suggest self-care strategies.
- Providing therapists for staff, or provide a comprehensive benefits package for mental health care.
- Integrating reflection and discussion about vicarious trauma in meetings and supervision with staff.

### Benefits of Practicing Trauma-Informed Care

A program that practices TIC will understand the pervasiveness of trauma and work to address it in both staff and clients. The benefits of such an approach are many, as TIC allows clients to receive the proper support and understanding as to some of the challenges they face in managing their trauma symptoms. GLC members recognize that TIC will not eliminate trauma symptoms in clients, but will help them manage them better as they navigate service systems. Another benefit of TIC is that it helps retain staff. By helping staff manage the effects of vicarious trauma, they will be able to continue working in the field.

### Challenges of Practicing Trauma Informed Care

One of the challenges of practicing trauma-informed care is that it requires constant training and reinforcement with staff. Staying in the trauma framework can be difficult for staff—they are required to directly recognize the impact of trauma, which can be hard to accept and to stay present with, given the often-uncomfortable feelings. However, ongoing training can address this challenge, as it helps staff feel more capable and can lessen the feelings of helplessness and powerlessness. While time-consuming, consistent reinforcement with staff can create the opportunity for staff to connect with someone about the material and share their feelings and experience, which lessens the feelings of isolation, another component of vicarious trauma.

### Resources for Further Exploration of Trauma Informed Care:

- ▶ **SAHMSA.** *“Trauma-Informed Approach and Trauma-Specific Interventions.”* Chanell Baylor, August 14, 2015. [www.samhsa.gov/nctic/trauma-interventions](http://www.samhsa.gov/nctic/trauma-interventions)
- ▶ **International Organization for Migration.** *“Caring for Trafficked Persons: Guidance for Health Providers.”* 2009. [http://publications.iom.int/system/files/pdf/ct\\_handbook.pdf](http://publications.iom.int/system/files/pdf/ct_handbook.pdf)



## PoP 3: Utilize inclusive practices and non-stigmatizing language

Utilizing this principle addresses some of the exclusionary practices that occur in the anti-trafficking movement, such as the widespread focus on sex trafficking and serving girls and women. By implementing the principle's two key components, all survivors of human trafficking may gain access to services.

### Core Component 1: Utilizing Inclusive Practices

Anti-trafficking programs should be available for all survivors, even if it means that a program's funding and scope limitations will necessitate a client's referral to other programs to have their needs met. Implementing inclusive practices requires an organizational approach that includes constant reflection on practices that may be excluding clients due to program and staff biases. For example, to be truly inclusive, programs would have to disengage from some political and religious affiliations that may be tied to funding. A few examples of practices providers can implement to ensure services are inclusive are:

- Create a non-discrimination policy for the program.
- Develop opportunities for all staff to be able to recognize and reflect on their biases, such as group training that focuses on topics of race, class, gender.
- Conduct needs analysis to determine whether a specific population is being underserved and determine the kind of support that is needed. Do not make assumptions about who is being victimized and the type of support they require.
- Expand networks of service providers so that regardless of who is reaching out for assistance, they can be connected to the appropriate services.

### Core Component 2: Using Non-Stigmatizing Language

The language used to talk about human trafficking is not universally agreed upon in the anti-trafficking movement, and some language may convey a sense of discrimination or stigma, contributing to victim blaming. There are ongoing discussions about whether clients should be referred to as "victims" or "survivors." The GLC members recommend that the term "survivor" be embraced.

Language that is experienced as stigmatizing can vary based on an individual's culture, background, or sexuality. While GLC members didn't come to a consensus about preferred terminology, they did all agree that it is necessary to both minimize harmful language that perpetuates the stigma of trafficking and allow clients to determine how they want to be identified. Here are a few examples of how to implement the use of non-stigmatizing language:

- Identify potentially stigmatizing language that is being used in service provision and explore other words and phrases that would be more appropriate to use instead.
- Monitor media for the use of stigmatizing language related to survivors of human trafficking; furthermore, provide education to the media and the public about the impact of stigmatizing language, promoting non-stigmatizing alternatives.
- Empower survivors to self-identify by using language they feel best reflects their experience and identity, in order to allow their own voices to be heard.

### Benefits of Using Inclusive Practices and Non-Stigmatizing Language

As with all PoPs, any program can use inclusive practices and non-stigmatizing language in their work with survivors, regardless of capacity. Doing so can go a long way to help human trafficking survivors who feel isolated, shamed, blamed, and many other feelings that prevent them from seeking help and fully recovering.

Inclusive practices and non-stigmatizing language work to reduce the barriers to help-seeking and recovery by creating space that is available and safe for anyone who seeks assistance. In addition, using non-stigmatizing language can put the responsibility for the victimization where it belongs—on the perpetrator.

### Challenges of Using Inclusive Practices and Non-Stigmatizing Language

Restrictions that accompany funding and grant requirements often present a hurdle to creating inclusive practices for survivors. However, several GLC members explained that they navigated this challenge by providing education and feedback to their funders about the need for inclusivity. In addition, they work to expand their collaborations with partners so that there is a seamless referral process for those clients whom they are not able to serve.

### Resources on Using Inclusive Practices and Non-Stigmatizing Language:

- ▶ **Traffick Free**, Azra Halilovic. “*The power of words and imagery: Stigma around trafficking.*” August 26, 2015. <http://traffickfree.org/the-power-of-words-and-imagery-stigma-around-trafficking/>
- ▶ **European Commission and Portuguese Ministry of Health**. 2010. “*Promoting Social Inclusion and Combating Stigma for better Mental Health and Well-being.*” [https://ec.europa.eu/health/sites/health/files/mental\\_health/docs/ev\\_20101108\\_bgdocs\\_en.pdf](https://ec.europa.eu/health/sites/health/files/mental_health/docs/ev_20101108_bgdocs_en.pdf)
- ▶ **See the Triumph**, Christine Murray. “*Ending the Stigma Surrounding Human Trafficking: Series Introduction.*” June 3, 2014. [www.seethetriumph.org/blog/ending-the-stigma-surrounding-human-trafficking-series-introduction](http://www.seethetriumph.org/blog/ending-the-stigma-surrounding-human-trafficking-series-introduction)

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## PoP 4: Provide services that are informed by survivors’ experiences

Survivors’ lived experience is a powerful and effective resource, and it is essential that all who serve trafficking survivors provide services informed by survivor experiences. No providers can truly know what any individual trafficking survivor has gone through, even if they are survivors themselves, because every survivor experience is unique. This uniqueness requires service providers to keep survivors at the center of the work, and any interventions rendered on the survivor’s behalf should be done in collaboration with that individual.

Though it’s likely that programs utilizing CCP and TIC and incorporating inclusivity and non-stigmatizing language will naturally incorporate the survivor’s experience and voice into services, there are additional ways to ensure that survivors are heard and have an influence on service provision. In addition, it is important for service providers to determine whether their work has been effective through the feedback of the individuals receiving the service. There are many ways to formally incorporate survivor feedback into service provision, including:

- Provide surveys to survivors to evaluate the success of the services provided and identify any changes that may be needed.
- Consistently check in with clients to see what has been helpful and not helpful in the services that have been provided to date.
- Conduct exit interviews with clients when they finish the program to see what did and didn’t work in service provision.

Survivor advisory boards are an additional way to incorporate survivor input. They can be made up of all survivors or have the support of some staff, with all members having a good understanding of the goals of the group. Every effort should be made to compensate survivors for their time when they participate in an advisory board, and special attention should be given to determining when any potential candidate to a survivor advisory board is ready to participate. Although it is different for individual survivors, some signs that they might be ready to participate on an advisory board include:

- When they are able to manage their trauma reactions independently and feel in control of their triggers.
- When the survivor can talk about their experience without feeling triggered or unstable.
- When they understand that their reactions are part of the experience of being a survivor.
- When they express interest in becoming an advocate and ask how they can help other people in similar situations—they want to pay it forward.

### Benefits of Providing Services that are Informed by Survivor Experience

Like the other core standards of care, providing survivor-informed services increases the likelihood that all survivors will receive the help they need. In addition, eliciting constant feedback from clients facilitates the healing process as their voices are heard and respected by others.

### Challenges of Providing Services that are Informed by Survivor Experience

One significant barrier to implementing and providing survivor-informed services is that programmatic changes may be restricted because of funding and grant requirements. This issue can be addressed by advocating for change within the program requirements and asking for survivor feedback within the context of what is initially possible to change in the program. It may also be helpful to solicit feedback on both short- and long-term program goals, so that a survivor may see some immediate result from their feedback, even if direction given for further change is difficult or time-consuming to adopt.

### Resources for Providing Services that are Informed by Survivor Experience:

- ▶ **Office on Trafficking in Persons.** “*Survivor-Informed Practice: Definition, Best Practices, and Recommendations from the Human Trafficking Leadership Academy*,” 2017. <https://www.acf.hhs.gov/otip/resource/htlasipractice>
- ▶ **Office on Trafficking in Persons.** “*Survivor-Informed Practice: Self-Guided Assessment Tool, Developed by the Human Trafficking Leadership Academy*,” 2017. <https://www.acf.hhs.gov/otip/resource/htlatool>



# The Principles of Practice 5–10: Develop Effective Collaborations to Improve Care, Build Awareness, and Enhance Prevention

Effective collaborations are essential to achieving justice for survivors, because no single organization can provide the multifaceted support that many clients need. The actual creation of the GLC—of bringing together a diverse group of experienced providers to take on the challenge of drafting these core Principles of Practice—showcases the value of collaboration and the need to work together to achieve a larger impact.

Collaboration in service provision is essential because it provides trafficking survivors with access to a higher quality of care and a greater range of services than if they were being served by only one organization. It also enables smaller organizations to connect clients to services that they may not be able to provide due to capacity, funding, or access.

Developing coalitions also aids in the leveraging of resources, adds a greater voice and influence for advocacy, and helps create a more holistic, multidisciplinary framework for policy, legal reform, and action.

The sustainability of the anti-trafficking movement—and survivor support in particular—requires that all aspects of society accept their shared responsibility for addressing this egregious human rights violation, discouraging trafficking and exploitation, and helping survivors on their road to recovery.

It is important that each provider identify key potential partners and establish and maintain networks, task forces, and coalitions—especially those that are most useful to the mission of one’s organization. Collaborations at their best should support advancement of the “3P” paradigm of prevention, protection and prosecution that was established by the Palermo Protocol and later reinforced in the U.S. Trafficking Victims Protection Act, which subsequently added “Partnership” as a core concept to the 3 Ps, highlighting the importance of this global framework to fight trafficking.

Unfortunately, this kind of cross-sectional collaboration comes with a specific set of challenges that require creativity, maturity, and persistence to overcome. To aid in achieving those ends, PoPs 5–7 offer ways for organizations to approach collaboration effectively, whereas PoPs 8–10 point out the objectives that any strong collaboration should pursue.

## Principles of Effective Collaboration

**PoP 5: Establish shared goals, responsibilities, and roles** that reflect a “Shared Responsibility” approach to addressing human trafficking, as well as respect for each partner’s unique perspectives, values, experiences, and contributions.

**PoP 6: Develop and speak a common language** so that all stakeholders—regardless of culture, ideology, legal position, or other differences—will be operating within the same framework and share the same expectations for the desired outcome.

**PoP 7:** Knowing there is no one right way to engage with survivors, **ensure that the survivor voice is represented** in all partnerships.

## Collaboration Objectives

**PoP 8:** Take advantage of and strengthen collaborations with NGOs, law enforcement, and government agencies to **prevent vulnerability to trafficking**.

**PoP 9:** Strategize ways to use **technology and social media as tools of education and prevention**, as well as ways to combat their use by traffickers as recruitment tools.

**PoP 10: Engage safely and effectively** with the media as a means of spreading awareness and preventing trafficking while ensuring survivor safety, rights, and privacy are protected.

## Resources on Developing Strong Partnerships:

- ▶ **HUD Exchange.** “*Sample NSP with Community Partners, Housing and Urban Development (HUD) Exchange.*” January 2009  
<https://www.hudexchange.info/resource/734/sample-nsp-community-partners-mou/>
- ▶ **Chab Dai.** 2011. “*Chab Dai Charter: Commitment to Excellence: Protection, Collaboration, Participation and Transparency.*”  
<https://static1.squarespace.com/static/55a81f9be4b01a300799bb9d3/t/55b94931e4b033786275c08e/1438206257564/CDC+Toolkit+Eng+web.pdf>

“Coalitions and collaborations are important in implementing large-scale change. If we organize people and help them work towards the greater good, while providing them the tools they need to do that, then we can do something really big.”

—Megan Aebi, Safe Horizon

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## PoP 5: Establish shared goals, responsibilities, and roles

Since the crime of human trafficking was codified nearly twenty years ago, it has been clear that successful prevention, victim identification, service provision, and trafficker prosecution would require a multi-disciplinary approach. Working together is not easy, however. Communities around the world have created task forces, coalitions, and many kinds of partnerships—with varying degrees of success. By following these three tenets, collaborations can have a greater chance of success:

- Define shared goals, responsibilities, and roles across a coalition of key partners.
- Maintain engagement through respect for differences.
- Effectively utilize all resources and people contributions.

### Define Shared Goals, Responsibilities, and Roles

The ideal partnership includes key partners at all levels (local, state, federal/national, and governmental/non-governmental actors), all pursuing a common goal, with clear roles and responsibilities. Each stakeholder brings its unique expertise and resources to bear—a necessity given the complexity of human trafficking, the challenge of preventing the crime, and the multi-faceted nature of the needs of a trafficking survivor.

While a provider's location may make it impossible to pull together a partnership that includes all important stakeholders, it is still important to build each into an organization's long-term plan. It is only through the collective experience of a variety of stakeholders working together and pooling resources that providers and communities can provide optimal services and support to clients.

Once a group has formed, a “shared responsibility” approach will identify how each segment of society (not merely law enforcement or the government) has a responsibility in pursuit of a common goal. While a group's initial common goal may be stated in broad terms, eventually it must be made relevant to the prospective coalition members from their various perspectives.

For example, a common desire to “do something about human trafficking” may be a broad shared goal that allows an organization to identify and recruit multiple valuable stakeholders. Once everyone is at the table, however, more specific actions must be defined.

Some stakeholders, such as law enforcement officials, may have very clear goals given their position within the partnership, and can easily understand the role they should play in addressing the broad goal of addressing human trafficking. Still other stakeholders

(community-based organizations, for example) may have a genuine interest in a larger, broader common goal and yet may not be able to clearly identify what role they can realistically play in its attainment. In such cases, the vision of more experienced coalition members (i.e. survivors, service providers, prosecutors, etc.) can clarify what roles need to be filled in order to successfully implement prevention, protection, and prosecution strategies.

For example, a trauma-informed shelter provider might see itself as a resource for housing that other stakeholders within the partnership can utilize through referrals, but the provider might not immediately see the value of their insights into the immediate needs of a client who just left their trafficking situation.

### Maintain Engagement

Also integral to the process is the need to respect each other's perspectives, beliefs, and experience. Even the least likely entity or agency can contribute to the attainment of the common goal of ending human trafficking, including those agencies that work restoratively with exploiters and traffickers themselves.

In addition, it must be understood and acknowledged that each party may have something of value to share, as well as something to learn from the other parties within the coalition or partnership. When all stakeholders are encouraged to bring their collective experience to the table and share in the common goal, they will all continue to be vested and engaged in the work of the partnership, ultimately leading to collective wins and successes.

### Effectively Utilize All Resources

From this position of respect and common goals, a framework can be developed to clearly match the strengths, gaps, or weaknesses of each member with a specific commitment toward meeting the common goal. The group should develop a comprehensive action plan that sets forth the responsibilities of each participating institution based on their unique skills, as well as a plan to identify additional partners who can fill in the collective gaps and contribute to the strength of the coalition or partnership. It is helpful, when practical, for organizations to look at their existing networks and bring in members of those organizations, as they are likely already "bought in" to the new collaboration's mission, and this will further strengthen those relationships.

### Challenges

Differing agendas between law enforcement and civil society often pose issues which need to be addressed early in such partnerships, because the former may lean towards a focus on securing a prosecution against a trafficker while the latter may be more interested in protecting those who have been trafficked. Once each party's focus is understood and respected, the coalition leaders must be able to illustrate both internally and externally how each member agency's activity contributes towards the attainment of the coalition's mission and vision. This type of transparency—with clear expectations and parameters set toward a common goal—is critical to helping a partnership succeed.

## Case Study: Identify Shared Goals For Successful Collaboration

In order to receive a grant, an organization needed to establish a hotline that would be available to human trafficking victims 24/7. The organization had limited resources and staff, however, and their central focus was on training providers. Instead of pursuing the grant alone, they identified a partner organization with an established hotline that was also a member of a local coalition. Although the two organizations had different ideologies, they were able to collaborate and provide support to one another to achieve the shared goal of better serving trafficking survivors.



## PoP 6: Develop and speak a common language

Terminology commonly used in the anti-trafficking field may mean different things to different stakeholders, especially those from divergent cultures, faiths, or legal positions.

For example, a government may designate an individual as a “victim of human trafficking” under national legislation to determine eligibility to receive services, while a civil society service provider respects clients’ self-identification as “victim,” and provides services or referrals regardless of an official government designation. Clarifying how the coalition will define such terms will minimize confusion.

These divergent perspectives can often lead to misunderstandings or inherent challenges for the partnership. Therefore, it is important as a first step to establish a common terminology so that all the stakeholders are clear on what is being said when certain words are being used. If there is dissent, the group should encourage dialogue to reach an understanding, so all stakeholders can continue working towards a common goal.

Similar challenges exist with the use of words like “survivor” and “sex work,” as definitions for these and other terms may have been set by local or international governments or human rights agencies with which coalition members are already aligned. The confusion can be avoided if the coalition uses agreed-upon definitions as it drafts internal documents, such as inserting interpretation clauses in coalition memorandums of understanding (MOUs), constitutions, and strategic plans.

Often, MOUs or strategic plans are established early on to satisfy grant requirements, or because they serve as vehicles by which an organization will establish its goals. Agreeing on the definition of key terms like the ones mentioned above should happen first, thereby making it easier to draft a document like an MOU or strategic plan that reflects a common language.

Once developed, common language and goals will be the building blocks to a common framework with outcomes and expectations shared by each individual and organization within the partnership. While this work can be difficult with a diverse set of actors, the rewards can be great: a successful partnership that is built on individuals’ strengths and skills, with a shared understanding that fosters mutual trust and respect, ultimately avoiding future discontent and divestment.

Coalitions can do extraordinary work with everyone bringing the little they have together to create change, and aligning the things we do well to make a difference.

– Sophie Otiende, HAART, Kenya

## PoP 7: Ensure that the survivor voice is represented

The input of survivors is tremendously valuable in helping all stakeholders remember that anti-trafficking efforts are about human beings, not merely policies, principles, or prosecutions. Those who have experienced exploitation first-hand are well-equipped to help frame campaigns, policies, interventions, and outreach in order to address prevention, protection, and prosecution efforts.

### Expanding Reach

Information from survivors informs the provider's understanding of trafficking trends, changes in traffickers' strategies, trafficking networks and operations, as well as what survivors experience and may require for their healing. Moreover, survivor advocates are more likely to gain the trust of persons still in or recently removed from trafficking situations than are academics, professionals, law enforcement, or other people who have not shared that experience.

While all activities should be survivor-informed, however, it is important to note that not all survivors want to be at the table, and survivors are one of many stakeholders with valuable strengths and expertise that should be involved in discussions and decision-making.

### Staying Relevant

The anti-trafficking movement must increase survivor participation in all areas. For example, while practitioners and policymakers often ask for survivor feedback after policies have been implemented, survivors have indicated a desire to be part of the discussion from the onset.

Without the voice and engagement of survivors, the anti-trafficking movement runs the risk of losing relevance and focus. It may fail to keep up with trends in trafficking and its efforts and resources could cease to be allocated efficiently.

In this, as in many other fields, there is a perception among some people who have not experienced trauma or exploitation that the survivor's role ought to be limited to the sharing of his or her "story,"

whereas the other aspects of the fight are reserved for academia, policymakers, or law enforcement. This practice can leave survivors feeling "used" or exploited once again by the media, politicians, the justice system, or non-profits. As a result, some survivors can become reluctant to associate with coalitions combatting human trafficking.

Moreover, some survivors do not wish to share their exploitation publicly, or cannot do so safely; if that is the only way they see they can participate, they may choose not to engage with coalition efforts. And for some individuals, being a visible advocate can lead to questions and situations that may be a trigger, creating potential setbacks in the process of healing.

### Survivor-led Approach

The anti-trafficking movement must acknowledge that there is no one way to engage with survivors and consider different opportunities for how the work/partnership can be survivor-informed. For example, in a survivor-led approach to engagement, a survivor might develop leadership, advocacy, and mentoring skills for awareness-raising and advocacy efforts. Survivor-leadership models take an empowerment approach—working with survivors to self-lead—as opposed to a dependence approach, in which others do for the survivors. Most importantly, survivors are the only experts in their own story, and it is critical that they make the decision of how and when they choose to participate.

### Resources on Incorporating Survivor Leadership:

- ▶ **Health and Human Services Family and Youth Service Bureau.** "Using a Survivor Leadership Model to Address Human Trafficking."  
<http://www.chhs.ca.gov/Child%20Welfare/FYSB%20Survivor-led%20model.pdf>
- ▶ **Girls Educational and Mentoring Services (GEMS),** Rachel Lloyd. "From Victim to Survivor, From Survivor to Leader,"  
<http://www.gems-girls.org/WhitePaper.pdf>

## PoP 8: Prevent vulnerability to trafficking

For many partnerships and coalitions, utilizing training and outreach to raise awareness about human trafficking are the primary goals. While educating community members on how to identify and support potential victims of the crime is important, developing programs that reduce vulnerabilities to human trafficking is also essential.

Prevention efforts need to go beyond public awareness campaigns; they need to provide community members with tools to identify potential trafficking situations before they happen. For example, Movimiento El Pozo, which works to end commercial sexual exploitation and has been working with youth and their families in Peru for decades, has found that it is most effective to use school trainings to inform parents, teachers, and students about how traffickers use the internet, social media, and false job offers to lure victims. By learning prevention tactics, rather than just the definition of human trafficking, communities have concrete indicators to watch out for that enable them to prevent potential victims from being lured into a trafficking situation.

By reviewing training content, considering what tactics are being used by traffickers in specific communities, and thinking about intersecting issues where the topic of human trafficking can be elevated (e.g. personal health, sex education, protection of individuals' public information), providers can access and support communities in tailored ways that can truly prevent more people from ending up in a human trafficking situation.

Focusing on strengthening collaborations between NGOs, law enforcement, and government will ultimately enable the development of better prevention programs, as long as collaborations are strong, and all parties are coordinating and communicating effectively. When it comes to decreasing vulnerabilities, all stakeholders should understand:

- Poverty and a lack of education and opportunities are often associated with an individual's vulnerability to trafficking.
- There may be a connection between childhood sexual abuse and trafficking.
- Programs should be tailored to reflect local recruitment trends.
- A needs assessment should be conducted prior to developing short- and long-term prevention strategies. A needs assessment—a systematic process used to determine needs, examine their root causes, and set priorities for future action—can help programs focus on root causes of the issue and develop better prevention programs.

### Resources on Vulnerability to Human Trafficking:

- ▶ **United States Agency of International Development (USAID).** August 26, 2016. "*Reducing Vulnerability to Human Trafficking.*" [http://pdf.usaid.gov/pdf\\_docs/PA00MBT4.pdf](http://pdf.usaid.gov/pdf_docs/PA00MBT4.pdf)

## PoP 9: Use technology as a tool for education and prevention

Technology plays a prominent role in the modern-day crime of human trafficking. Through the anonymity and widespread accessibility of the Internet, traffickers can anonymously reach many populations, and quickly take advantage of new applications, devices, and techniques to deceptively and coercively recruit and engage with potential victims.

This same technology that traffickers utilize provides unparalleled opportunity to combat trafficking and support survivors. Service providers and law enforcement must begin strategizing how to use technology and social media such as Snapchat, Facebook and WhatsApp to aid in prevention efforts.

Recent advances in information technology, cell phone use, and access to the Internet have begun to provide the means to reach even the most remote areas. Given this unfettered access also means greater

access to potential victims, and providers everywhere are challenged to embrace technology as an essential tool for increasing people's knowledge and awareness of what takes place around them.

Having access to information can affect people's lives, raise awareness of their rights, and make them more capable of protecting themselves against rights violations. While many service providers may not be experts in technology, they can work in tandem with partners in the technology space to understand the technology itself and use it as part of both prevention and enforcement efforts.

### Resources for Using Technology as a Tool:

- ▶ **Atlas Corps Blog.** "Using Technology for Human Trafficking Prevention." Julie Lim. March 29, 2015. <http://www.atlascorps.org/blog/using-technology-for-human-trafficking-prevention/>

### Case Study:

#### Embrace Technology While Remaining Alert to its Pitfalls

George, a 17-year-old sex trafficking survivor, was helped by a local organization that offered services for youth survivors of abuse. Among its resources, the organization had a computer lab drop-in center, which George used a few times a week to do school work, use social media, and meet friends. He noticed one of the other survivors was using social media to traffic other youth and told the supervisor.

Following this experience, the organization stepped up efforts to prevent revictimization within its computer lab by requiring youth to participate in trainings on trafficking, basic computer skills, and what to be aware of when using the Internet and social media.

Trainings included teaching youth about high-risk zones (answering a message from a stranger online) and safe-risk zones (engaging in online forums where they know friends, can use filters, and are not required to reveal personal information). Learning these skills made youth aware of the dangers, as well as provided them with specific steps on how to avoid and handle unsolicited messages.

After these sessions, the organization furthered its efforts and supported the community by reaching out to and presenting at local schools where teachers, students, and parents were trained on the vulnerabilities of youth trafficking, and the resources available when needed. This fostered greater awareness within the community and ultimately led to identifying more victims who were then connected to services.



## PoP 10: Engage safely and effectively with the media

Many service providers and law enforcement officials have used media engagement as an awareness and prevention tool. Sharing stories and statistics to educate the public on identifying human trafficking may help neutralize common misconceptions about the crime, and even help prevent trafficking before it happens.

While there are benefits to collaborating with media, without preparation there can be unintended consequences. Therefore, a provider's top priority should be protecting the rights and privacy of clients.

### Benefits and Drawbacks

The potential benefits of working with the media are many. For example, an organization can engage successfully with the media to increase public awareness, receive respectful coverage of human trafficking, showcase stories of survival and recognize the efforts and successes of agencies. All of this must be balanced with ensuring survivors (and providers) do not face unintended consequences—including re-traumatizing or placing a survivor in danger, or compromising an agency or its reputation—that can result from providing too many details, insensitive reporting, and a lack of control over the story being shared.

Service providers should consider these and many other issues when engaging the media, and should discuss them with their communications team. Staff and survivors should be trained on how to engage with media, so they are comfortable setting limits about what they will and will not discuss. Providers should prepare for any media interactions beforehand by asking and understanding these things about their organization:

- Does your organization have a media policy?
- Does your agency acknowledge individual cases?
- Does your staff talk to media?
- Are there safety or legal risks for the survivor speaking out?

- Is the survivor mentally and emotionally ready for the media encounter?
- Is the survivor empowered enough to say “no” to questions that are unwanted?

For many organizations, and particularly smaller organizations and programs, collaborating with the media can be a great tool for delivering an immediate and large impact—the ability to reach thousands of people with a single story. Yet, depending on the media outlet, reporter, and the interviewee's preparation, that engagement and ultimate story can have unintended consequences that may also cause harm. Any organization considering fuller media engagement should consider reading GLC member Chab Dai's and Freedom United's excellent resource (see below).

### Resources for Engaging with the Media:

- ▶ **Freedom United.** “Guidance Note on Use of Victims’ Images.” 2016.  
[https://cdns.freedomunited.org/wp-content/uploads/2017/03/20162906/Guidance-Note-on-Use-of-Victims-Images\\_final.compressed.pdf](https://cdns.freedomunited.org/wp-content/uploads/2017/03/20162906/Guidance-Note-on-Use-of-Victims-Images_final.compressed.pdf)
- ▶ **United Nations Office on Drugs and Crime (UNODC).** New York, 2008. “*Electronic Toolkit to Combat Human Trafficking.*”  
[https://www.unodc.org/documents/human-trafficking/Toolkit-files/08-58296\\_tool\\_9-8.pdf](https://www.unodc.org/documents/human-trafficking/Toolkit-files/08-58296_tool_9-8.pdf)
- ▶ **Huffington Post. Kieran Guilbert.** May 21, 2015. “*App Helps Fearful Trafficking Victims Open Up To Police*”  
[https://www.huffingtonpost.com/2015/05/21/human-trafficking-app\\_n\\_7351426.html](https://www.huffingtonpost.com/2015/05/21/human-trafficking-app_n_7351426.html)

# The Principles of Practice 11–12: Embrace Research & Evaluation

Trafficking survivors deserve the same access to quality care one would receive for any other type of trauma. In most cases, quality care is defined through research.

However, because of the relative youth of the anti-trafficking movement, there has been little focus on developing and evaluating practice models for supporting survivors of human trafficking. Similarly, there is a lack of resources and tools available to evaluate impact and utilize data for program enhancement.

As the movement pushes for much-needed funding for research that will lead to evidence-based best practices, there are steps organizations can take in the meantime to ensure clients are receiving the best care possible, and to create a culture of learning and evaluation.

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## PoP 11: Utilize evidence-informed and evidence-based practices

As the trafficking field works toward developing a research-backed standard of care for trafficking survivors, service providers can look to existing research in related fields and strive to use it in caring for trafficking survivors. It is important to understand the difference between evidence-based practices and evidence-informed practices:

- *Evidence-based* practices are rigorously researched and demonstrate a level of reliability and validity with statistically significant causal impact on healthy behaviors and positive outcomes.
- An *evidence-informed* practice is one that has been documented as working well, and draws on existing scientific knowledge about the problem to be addressed, but has not been through the rigorous level of research that an evidence-based practice has.

It is also important to note, however, that research conducted in the human trafficking field is primarily Western-centric, with a heavy focus on child sex trafficking. To expand the knowledge and evidence base to inform best practices, the field must evaluate a range of practices used across the globe to serve survivors with diverse identities and experiences. That work will require funders and organizations to invest time, money, and resources.

**PoP 11: Utilize evidence-informed and evidence-based practices** whenever possible, and leverage the knowledge and resources of other providers, local academic institutions, and existing literature to shape practices.

**PoP 12: Prioritize monitoring and evaluation** of practices, building a learning culture where the impact of program services on survivors is understood and communicated effectively.

## Leveraging Existing Research and Resources

Despite the anti-trafficking field's limited research base to inform practice, there are evidence-based practices in related fields that are highly relevant. For example, several trauma-focused mental health interventions that have proven effective in treating trauma stemming from interpersonal violence might also be effective with survivors of human trafficking. In addition, trauma-informed practice models evaluated in other settings can reasonably be expected to work well for survivors of human trafficking, although some adaptation may be required.

Similarly, extensive research in the domestic violence field can inform human trafficking providers. For example, researchers have evaluated the relative effectiveness of various safety interventions (entering a shelter, calling the police, seeking an order of protection) for domestic violence survivors. While survivors of human trafficking face unique dynamics

in their efforts to establish safety, providers can anticipate that no one intervention will work for every survivor, and that any intervention presents both advantages and risks.

At the community and systems level, research demonstrating the effectiveness of a coordinated community response in combating domestic violence might also be useful in developing community-level responses to human trafficking.

Though an anti-trafficking organization may not have the resources to implement evidence-based practices, or to evaluate their own practice in a rigorous way, by networking with other providers, building relationships with local universities, and reviewing literature in the field, all providers can begin to shape their practices based on current knowledge.

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## PoP 12: Prioritize monitoring and evaluation

An organization's ability to measure tangible and meaningful short- and long-term outcomes is critical to increasing program effectiveness, making data-informed decisions, and communicating impact to an array of stakeholders, including funders. In the young anti-human trafficking field, however, there is a scarcity of resources and tools for evaluating impact and utilizing data for program enhancement.

Building a learning culture is a critical first step that human trafficking organizations can take. And, as the field develops, it is important for organizations to prioritize program evaluation, and for funders to provide financial resources to build providers' monitoring and evaluation capacity.

### Implementing Action Research Cycles

Any program can use an action research cycle (plan, act, observe, reflect) to evaluate its work and implement research-based change. An effective action cycle starts with identifying what is missing in the work, and there are numerous questions advocates

and practitioners in the anti-human trafficking field should routinely ask, including:

- How are service providers currently addressing the needs of trafficking survivors?
- Are these practice models evidence-informed?
- Are these practice models trauma-informed?
- Are these models survivor-centered?
- What type of formal training should providers have to undertake the work, and what types of ongoing training should they receive for the work in order to remain effective?
- What type of supervision of the provider's work is best suited to ensure consistent quality?

Providers should also consider the many systems they depend on to do their work:

- How have the systems that survivors interacted with impacted their lives, either adversely or positively?

- Are there existing models of cross-systems collaboration that have been effective in supporting survivors?
- Are there any gaps or obstacles preventing effective responses to survivors' needs? If so, what are they and how can they be addressed?

### Data Collection and Quality Assurance

The best way providers can ensure they are consistently providing quality care to survivors is by monitoring and evaluating their work. Structured observation of service provision, analysis of survivor service data, review of case records, and survivor satisfaction surveys are all valuable methods of assessing work quality.

Data collection and monitoring is an important part of the evaluative process, and every person collecting data should understand why they are doing so. Moreover, there should be a clear understanding regarding the definition of each data point.

The motive for collecting data should go beyond the goal of meeting a funder's requirement—it should be collected as a quality indicator. Data collection tools should be user-friendly, with the ability to generate reports based on the provider's need. These reports should be available to all those who need them and should be continuously consulted as part of the evaluative process.

The process of direct, regular observation of service provision is another powerful quality assurance tool. With survivor consent, a supervisor can monitor and evaluate, in real time, a provider's work. This process can provide valuable learning opportunities for staff, and help to inform the organization's training and staff development plans. When approached thoughtfully, always with survivor consent, this approach provides yet another way to incorporate the survivor's input into the work. The supervisor can see firsthand what skills require further development and what unaddressed survivor needs require additional attention.

### Case Study: The Value Of Evaluation

Following a program evaluation, an organization implemented a training arm to build the capacity of their social welfare services in an effort to better support trafficked women and women in the sex industry. To ensure they achieved training objectives and that women felt treated well and free from stigma or discrimination, the organization implemented an evaluation questionnaire. It is a telephone-based survey that asks women a series of questions three months after they were referred to the organization. The results allow the provider to establish whether the women felt adequately supported as well as identify additional training and support areas required for the partnership organization.



# The Principles of Practice 13–14: Ensure Healthy and Supportive Organizations

Acknowledging and understanding trauma—in its many forms—is an inherent part of working with trafficking survivors. The reality of working with clients who have experienced severe trauma demands that service providers create an environment that acknowledges and responds to the fact that staff are coping with both direct and vicarious trauma.

Creating a culture of openness, trust, safe space, and honest feedback is essential in ensuring that staff feel supported while they provide the best care possible for survivors. Of course, the same thought and care that is applied to the needs of providers can and should be applied to survivors' needs.

**PoP 13: Promote self-care for staff and survivors** by creating a culture of openness, trust, and honest feedback that recognizes and responds to vicarious trauma.

**PoP 14:** Provide the best possible service to survivors by **training and supervising staff and volunteers** to have strong advocacy and counseling skills, a broad knowledge of the remedies and resources available to survivors, and an ability to bear witness to a survivor's loss and suffering.

## PoP 13: Promote self-care for staff and survivors

As anyone working in the human trafficking field knows quite well, working with survivors exposes service providers to vicarious trauma. Hearing stories of abusive and exploitative behavior and witnessing the aftermath in the lives of clients can cause staff to suffer traumatic stress reactions that are in many ways similar to those their clients suffer. Acute responses in providers may include nightmares, intrusive memories, or hypervigilance.

Over time, the cumulative impact of doing this work can lead to a variety of difficulties, including negative changes in worldview, increased isolation, conflict among staff, or excessive reliance on coping strategies like substance use or self-sacrifice. Staff members' ability to empathize with clients and to provide client-centered, trauma-informed care may be damaged when vicarious trauma has not been addressed.

### Create a Culture of Care

This reality demands that service providers create environments that recognize and respond to vicarious trauma. In addition to providing a safe and open environment, ongoing education about vicarious trauma can help staff to recognize their reactions and develop effective coping strategies. There are multiple benefits to this approach, because developing a safe culture for staff helps to create a similarly safe culture for survivors. In that way, considerations given to providers will also positively impact survivors.

While resources for this work are limited, organizations that assist human trafficking survivors have a duty to create policies and provide opportunities that support staff to pursue their own self-care. Supporting self-care can benefit the organization by reducing absenteeism and staff turnover, reducing healthcare costs, and improving morale and productivity. There are a wide range of strategies an organization can use to respond to vicarious trauma, including:

- Implementing periodic training sessions on vicarious trauma.
- Providing regular, supportive individual supervision to client-facing staff, in which staff are invited to explore their own reactions to their clients' experiences.
- Offering group supervision that emphasizes mutual support and self-care.
- Providing health benefits that include mental health care.
- Implementing wellness programs for staff such as meditation, yoga, or fitness programs.

It is important to keep in mind that many staff members who work with human trafficking survivors are also survivors of crime or abuse themselves. This can complicate the process of managing vicarious trauma, because staff may be experiencing direct trauma reactions as well. When organizations recognize this reality, and create safe spaces in which staff members can disclose a personal trauma history and seek support, this helps to break down any false sense of separation between staff and clients, and can improve staff retention and performance.

### Resources on Self-care:

- ▶ **Victim Services and Crime Prevention.** *"Vicarious Trauma and Self Care when Working with Trafficked Persons."* Province of British Columbia. [www2.gov.bc.ca/gov/content/justice/criminal-justice/victims-of-crime/human-trafficking/human-trafficking-training/module-4/vicarious-trauma-self-care](http://www2.gov.bc.ca/gov/content/justice/criminal-justice/victims-of-crime/human-trafficking/human-trafficking-training/module-4/vicarious-trauma-self-care)
- ▶ **Olga Phoenix.** *"Self-care wheel."* 2019. <http://www.olgaphoenix.com/wp-content/uploads/2015/05/SelfCare-Wheel-Final.pdf>

## PoP 14: Train and supervise staff and volunteers

Working with survivors of human trafficking is difficult: it requires strong advocacy and counseling skills, a broad knowledge of the remedies and resources available to survivors, and an ability to bear witness to a survivor's loss and suffering.

In order to respond to survivors' needs, service providers should be committed to a continuous process of staff development, and all staff interacting with survivors should receive foundational training, appropriate to their role, in client-centered and trauma-informed practice. For staff members who work directly with clients, this training should cover client-centered engagement, physical and mental health assessment, and information and referral. In addition, staff should have a good understanding of all the systems with which a survivor can interact, such as schools, courts, police stations, hospitals, and public assistance offices. Training should be designed to help staff to navigate systems and respond to survivor needs in a consistent manner.

Because survivors often experience other types of victimization alongside trafficking, staff and volunteers should be trained to assess for and address domestic violence, sexual assault, and other forms of abuse.

Regularly-scheduled supervision is crucial to ensuring that staff and volunteers are able to apply what they learn in training to their everyday interactions with survivors. Supervisors and managers should be trained to provide reflective supervision, to help staff identify and manage vicarious trauma, and to use observation of staff interactions with survivors as a tool for skills development.

Training external partners creates the time and space for people to step away from their day-to-day tasks, expand their knowledge, and deepen their connections to the anti-trafficking movement. By providing people with legal definitions, red flags, and case examples, professionals are more likely to be prepared to identify something as a potential for trafficking and therefore can better advise a client or community member on their rights and resources before the situation rises to the level of trafficking. A shift away from purely training external partners in awareness, to teaching them about prevention, is an important step for the field.

### **CASE STUDY:** Training Can Take Many Forms

HopeNow developed a training event for their own volunteers and staff as well as for other organizations, to enhance communication and cooperation among different professions. The innovative "Profiling the Trafficker" training brought 140 people together at a cinema to watch the documentary "Trafficker" that was co-produced by HopeNow. In addition to the film, volunteers and staff also listened to experts from the police department and took part in a lively debate. The audience consisted of many people who typically do not have an opportunity to engage with one another, including: several different police departments, immigration staff, tax department staff specializing in visiting brothels, NGOs, GOs academics, and volunteers.

HopeNow will continue this training with two more sessions including 25 volunteers from different organizations. There will be a workshop providing a basic training in immigration law and how it impacts trafficking cases. There will also be a training session with a psychologist who specializes in trauma and stress, on how to tackle secondary trauma. Following the event, a volunteer said, "*I learned so much about human trafficking and also had a chance to meet other professionals and hear their opinions and questions.*"

# Concluding Thoughts

To see these 14 Principles of Practice in print, and to be able to share them with providers around the world, is an exciting moment for members of the Global Learning Collaborative. It is an important starting point for what we hope will be continuing research into providing the very best care for trafficking survivors as they reestablish themselves after trauma. We strongly believe that each PoP will help providers in their efforts to prevent trafficking, develop stronger collaborations, improve direct service provision, and, most importantly, support survivors as they redefine justice for themselves.

Our hope is that sharing our work will advance the field and provide evidence as to the power and importance of service providers coming together to learn from each other. We believe that there is more work to be done on this project, and hope to one day develop a research-based report providing scientific evidence as to the importance of these principles. Although the field of anti-trafficking service provision is young, survivors deserve the best care.

**We would like to conclude by sharing some thoughts from participants in the Global Learning Collaborative:**

## On why we do this work...

*“To be part of (a new movement) and hopefully bring trauma-informed services to survivors who need that support... We are at the beginning of understanding the impact of trauma and I hope to contribute to that understanding.”*

–**Andrea Hughes**, *Safe Horizon Anti-Trafficking Program*, USA

*“Human trafficking is a new form of torture, and we should bring that aspect of this trauma to the table.”*

–**Michelle Mildwater**, *HopeNow*, Denmark

*“People have blinders on, so we must try and convince people that human trafficking is really happening in rural Montana and Wyoming.”*

–**Georgia Cady**, *Tumbleweed Runaway Program*, USA

*“Since discovering the issue of human trafficking, almost everyone in our society has benefitted. It is a cultural thing and everyone is reflecting on the idea that it is a crime against humanity and it is part of us, so something has to be done, like developing prevention programs that target young people.”*

–**Roland Nwoha**, *Idia Renaissance*, Nigeria

*“A culture of machismo creates these problems, but if we all commit to working together towards solutions that suit the needs of human trafficking survivors, we can make a difference.”*

–**Doris Woolcott**, *Movimiento El Pozo*, Perú

*“The drive to make the invisible visible.”*

–**Priti Patkar**, *Prerana*, India

*“Trafficking is not just numbers—it involves actual people. Social injustice is experienced by our clients for most of their lives, so ensuring that they have a seat at the table is essential. Developing best practices is a science that is necessary to make sure people get the care they need. Language is power and a human rights framework allows us to tap into that power.”*

–**Helen Sworn**, *Chab Dai*, Cambodia

*“The power of the GLC is in the collaboration. It is a tool that different organizations can use in the future to look at social and structural inequality.”*

–**Rachel Reilly**, *Project Respect*, Australia



*“The movement has really been asking for this. I hope the work the GLC accomplished will help guide the movement globally and change the lives of survivors everywhere.”*

**–Griselda Vega Samuel, Safe Horizon, USA**

### **On the importance of collaborations...**

*“No one agency can do this work alone. Coalitions must have a common understanding of why they are coming together, what outcomes they expect, and a common agreement of what we need to do so the work doesn't become stagnant and die. If an agency doesn't particularly agree with everything a coalition stands for, still find a way to partner, know that the work is about the survivors.”*

**–Adrian Alexander, Caribbean Umbrella Body for Restorative Behaviour (CURB), Trinidad and Tobago**

*“Coalitions that have succeeded have followed a unified vision. If you are leading a coalition, PARTNERSHIP BUILDING IS YOUR GOAL.”*

**–Helen Sworn, Chab Dai, Cambodia**

*“Coalitions can do extraordinary work with everyone bringing the little they have together to create change. Aligning the things we do well to make a difference. In this group, people admitted what they were not doing right. When you can admit what you are doing wrong, it shows you are willing to learn, work, and change. Learning from others is the most important thing.”*

**–Sophie Otiende, HAART, Kenya**

### **On inclusivity in human trafficking services...**

*“Trafficking is not about just women. Both men and women are victims and perpetrators, so we shouldn't accentuate the myth of women as weak victims and men as perpetrators. We need to develop a more inclusive framework around the anti-trafficking sector that has been all about women. It is critical to get men involved as allies and activists, to talk about what has happened to them and be role models for the movement.”*

**–Helen Sworn, Chab Dai, Cambodia**

### **On justice and client-centered care...**

*“Justice is a human right, not an option. Victims need some form of justice, and it needs to be holistic. As it stands now, justice takes too long. If the process is going to take 10-15 years, then getting justice will end up being more painful than the experience they went through.”*

**–Sophie Otiende, HAART, Kenya**

*“Providers need to understand the survivor's perspective of justice. It is important to provide information and set expectations to make sure clients understand that the process might come with a lot of barriers, so they can make a decision and have a choice in the end as well.”*

**–Andrea Hughes, Safe Horizon Anti-Trafficking Program, USA**

# About the Global Learning Collaborative (GLC)

## Background and Method

To ensure the highest integrity in the development of the principles of practice, the project was set up in two phases—the first focusing on research and the second focusing on the Global Learning Collaborative. The research phase included reviewing available research on best practices for working with survivors of human trafficking, as well as conducting research to assess current practices utilized by providers on an international level. The learning collaborative phase brought together members of organizations from around the world to further elucidate possible practices that could serve as the PoPs for anti-trafficking service provision.

## Research Study

With Rutgers University as a partner, 30 organizations in 25 countries were surveyed to learn:

- How programs identify victims of human trafficking
- How services are provided to clients
- How providers define success

Participants were interviewed in a semi-structured, open-ended interview style, led by a guide developed by Safe Horizon staff. We learned that there is an extreme need for cross-sectoral collaboration to improve services provided to survivors, according to the providers surveyed. Providers also expressed a need for a way to better identify “success” for trafficking survivors and define a way to measure positive outcomes. The research project served as the starting point for the GLC meetings, providing a strong foundation for GLC monthly activities, including a conference, and helped to inform this final report. Collaborative projects like the GLC seek to exemplify how important working together is for improving overall outcomes for survivors.

## GLC Organization Selection

As the project began, it was important that the GLC participants to be brought together would be as reflective as possible of the diversity of service providers around the globe. Given that there are not yet any documented “best practices,” the results of this project would be a critical first step for the movement; more importantly, this project would highlight that providers with differing ideologies, if given the opportunity to discuss, can agree to core principles, when the goal is to provide the best services to all survivors of human trafficking.

To ensure the diversity and breadth of experience within the human trafficking movement, there was research, vetting, and outreach to partners to gather the final group of GLC member organizations. To qualify for participation in the GLC, organizations had to provide direct services to survivors of trafficking, serve adult survivors, and be available for in-depth conversations on Skype in English. Safe Horizon’s Anti-Trafficking Program (ATP) staff gathered information and screened anti-trafficking organizations in many different countries. Seventy percent of GLC member organizations reported having ten or fewer full-time staff members. Forty percent of the participating organizations serve survivors of sex trafficking exclusively; and the other 60 percent served both labor and sex trafficking survivors. By forming this GLC network with diverse organizations, the goal was to produce new insights on the challenges providers face and share the approaches that have been successful, across ideological boundaries.

## GLC Activities

After the ten GLC organizations were selected, they participated in monthly conference calls over a one-year period. The topics discussed were selected from the initial research done by Rutgers as well as the GLC members themselves. Topics for the calls included:

- Justice
- Client-Centered Practice
- Collaboration with Outside Agencies
- Training and Outreach
- The Intersection of Public Health and Trafficking
- Culturally Appropriate Care Provision
- Media and Communications

It was important that the content of the calls reflect the knowledge and strengths of the providers while allowing the other participants an opportunity to reflect on the content. The first 30 minutes of each call were dedicated to a team presentation, led by two of the GLC members who worked together to develop content based on the theme for the month. The last 60 minutes of each call were entirely discussion-based, with facilitation provided by the project coordinator. These conference calls were essential in laying the groundwork for the PoPs. After the calls, to continue the discussion, the GLC members also engaged each other on other platforms, such as a list serve, online chats, and the GLC blog.

In May 2017, the GLC organizations came together in New York City for a conference where they worked intensely to explore the issues they found most relevant to providing services to trafficking survivors. The providers spent two days discussing three topics that emerged as common themes during the preceding phone calls: (1) Justice, (2) Collaboration, and (3) Inclusivity. The culmination of the conference was a briefing, including local and national providers invited for the day. These local providers also participated in a dialogue on the three main topics, led by GLC members. Their conversations are the foundation for the PoPs and their voices are woven throughout this document.

## Outcome of the Project: 14 Principles of Practice

One of the outcomes of the GLC was a continued, complex discussion about the concept of justice including what constitutes justice for survivors of human trafficking as well as how service providers integrate justice into their work. Justice is a complicated issue and not easily defined, particularly on a global level. After a number of intense discussions in an effort to uncover any possible core components of justice all members could agree upon, it was determined that the concept of justice was actually informing the other PoPs the GLC developed. Justice serves as the framework for which all GLC members provide services.

The 14 Principles of Practice that GLC members created contribute to the furthering of justice for survivors, on both micro and macro levels, indicating that even practices such as client-centered practice can be implemented anywhere and can help begin the process of justice restoration for a survivor.

As described throughout this brief, PoPs are the core concepts of practice that GLC members agree are the basic foundation of care provision for survivors of human trafficking. It is not an exhaustive list on how best to provide services, but a collection of principles that the GLC members agree are foundational to providing high-quality care. They were developed by taking into consideration the extensive work completed on this project, including the research study, the conference calls, and the three-day conference. GLC members reviewed these compiled PoPs centered on client care, vulnerability reduction, individualized care, evidence-informed practices, preventative efforts, and coalition forming.

This list is unique in that ten providers all agree that the PoPs are essential for support for all survivors of trafficking, regardless of the mission and values of the organizations. The development of the PoPs is testament to the hard work of the providers and their core belief that, in the end, we all want the same thing, regardless of our differences: To best support survivors on their journey to recovery. As providers, the GLC members believe that all survivors deserve to seek out their own definition of justice. The PoPs help guide us in providing care that supports survivors within the systems that we have available.

## GLC Members

**Caribbean Umbrella Body for Restorative Behaviour (CURB), Trinidad and Tobago**  
**Adrian Alexander, CEO**

Established in 2005, CURB is the first and only Caribbean network of nonprofit organizations working to assist and support human trafficking survivors, criminal offenders, ex-offenders, crime survivors, and their respective families. CURB runs trainings and workshops for prison staff, service providers, and law enforcement to help raise awareness of human trafficking.

**Chab Dai, Cambodia**  
**Helen Sworn, Founder and International Director**

Founded in 2005, Chab Dai seeks to raise the standards of advocacy, prevention, and care utilized in addressing human trafficking and exploitation. Chab Dai actively combines the resources and experiences of experts and practitioners in the field, including policymakers and researchers. In addition to assisting stakeholders to establish a strong commitment that supports one another's work, Chab Dai completes research, runs trainings for community leaders and service providers, manages a free hotline, and provides case management and referrals.

**Movimiento El Pozo, Perú**  
**Doris Woolcott, Director**

Established in 1976, this nonprofit works directly with sex workers and victims of sex trafficking. Movimiento El Pozo engages in numerous regional and international advocacy and prevention efforts toward the promotion and monitoring of gender equality policies, and the elimination of commercial sexual exploitation. Movimiento El Pozo provides counseling and skill training to survivors, and trains community members and authorities on trafficking.

**HAART, Kenya**  
**Sophie Otiende, Project Consultant**

HAART was founded in 2010 by a passionate group of lawyers, missionaries, and humanitarians from multiple nationalities seeking to bring awareness in Kenya to end human trafficking, specifically by creating awareness in grassroots communities in Nairobi and its surrounding areas. HAART services include: conducting workshops in at-risk communities, legal advocacy, vocational training, counseling, financial assistance, and rescuing victims from trafficking situations.

**HopeNow, Denmark**  
**Michelle Ruth Mildwater, Founder**

Since 2007, HopeNow has assisted thousands of women, and an increasing number of men, who have been trafficked to Denmark. HopeNow implements direct social and therapeutic work and outreach on the streets, in brothels, asylum centers, and prisons. HopeNow sends staff and volunteers into at-risk communities to raise awareness, identify areas of trafficking activity, and support trafficking victims. HopeNow provides case management, and prioritizes psychosocial help and self-help approaches.

**Idia Renaissance, Nigeria**  
**Roland Nwoha, Project Coordinator**

Established in 1999, Idia Renaissance utilizes research, education, advocacy, legislative reform, and rehabilitation for survivors of human trafficking to restore the dignity of women, youth, and children in Nigeria. Idia Renaissance also operates a hostel for young women trafficked for sex work abroad and repatriated to Nigeria, while providing clients with educational and vocational trainings.



### **Prerana, India**

*Priti Patkar, Co-Founder and Director*

Established in 1986, Prerana has been accredited with several path-breaking social interventions that address the elimination of inter-generational prostitution, and in protecting women and children from the threats of human trafficking by defending their rights, providing a safe environment, supporting education, health, and advocacy efforts. Prerana has an innovative three-pronged interventional approach focusing on Night Care Shelters, Education Support, and Institutional Placement.

### **Project Respect, Australia**

*Rachel Reilly, Acting Executive Director*

Founded in 1998, Project Respect supports women who have been trafficked for sexual exploitation and those in the sex industry. The organization has contributed to policy formation, legislative reform, research, and training. They provide intensive support through: outreach, complex and holistic casework, education assistance, legal and financial support, and social activities to encourage peer support and relaxation.

### **Safe Horizon Anti-Trafficking Program, USA**

*Andrea Hughes, LMSW, Supervising Social Worker for the Safe Horizon Anti-Trafficking Program*

Safe Horizon's Anti-Trafficking Program (ATP) is one of the largest direct service providers to survivors of human trafficking on the east coast of the United States. Founded in 2001, the services provided are based on a client-centered, trauma-informed, harm-reduction model. Comprehensive services include both in-house legal and case management, support finding and securing shelter, counseling, family reunification, trainings, and community outreach.

### **Tumbleweed Runaway Program, USA**

*Georgia J. Cady, Domestic Victims of Human Trafficking Program Manager*

The Tumbleweed Runaway Program is a nonprofit, community-based agency, founded in 1976, that provides services to domestic victims of human trafficking, as well as runaway, homeless, and otherwise at-risk youth and their families. Tumbleweed provides counseling, referrals, and other essential services to at-risk and runaway youth.

### **Safe Horizon's Anti-Trafficking Program (ATP)**

**Griselda Vega Samuel**, *Senior Director*

**Andrea Hughes**, *Supervising Social Worker*

**Ileana Taylor**, *Intensive Case Manager*

**Jacqueline Acevedo**, *Intensive Case Manager*

**Namrata Amin**, *Intensive Case Manager*

**Olivia Wilson**, *Staff Attorney*

**Amy Shogan**, *Staff Attorney*

**Anita S. Teekah**, *Training and Advocacy Director*

**Noelle Fries**, *Training & Outreach Manager*

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**Ann Brown**, *AKB Strategies*

**Jill Coody Smits**, *AKB Strategies*



### **About Safe Horizon**

Safe Horizon is the nation's leading victim assistance organization. The mission of the organization is to provide support, prevent violence, and promote justice for victims of crime and abuse, their families, and communities.

### **About Safe Horizon's Anti-Trafficking Program**

Safe Horizon's Anti-Trafficking Program (ATP) is a national leader, providing support services to survivors of human trafficking. Founded in 2001, ATP provides services that recognize and respond to the effects of trauma, provides survivors with tools to protect their health and safety, and, ultimately, supports them in pursuing their chosen life paths.

### **About the Global Learning Collaborative (GLC)**

Led by Safe Horizon, the GLC is a first of its kind project combining on-the-ground experience of social service providers with baseline research. This effort culminated in the creation of the Principles of Practice (PoP) which can be shared and applied to improve the services provided to victims of human trafficking anywhere in the world.



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