Christian Action and Networking Against Trafficking:

Action oriented guide for awareness-raising and social assistance

Volume III: Trafficking in human beings – new challenges, new partnerships





With support of the EU AGIS programme



The project "trafficking in human beings – new challenges, new partnerships" has been co-financed by the European Commission's AGIS programme. The views expressed and information provided by the project however may not in any circumstances be regarded as stating an official position of the European Commission.

Copyright © CCME 2007 CCME 174 rue Joseph II B 1000 Brussels CCME logo Printing Gemmapress 1.000 copies Prague 2007

Christian Action and Networking Against Trafficking:

Action oriented guide for awareness-raising and social assistance

Volume III:
Trafficking in human beings
- new challenges, new partnerships

Content

in	troduction: Addressing new chantenges of transcking	
	human beings	5
	m. C.l. L. L. D. L. N. J. H	0
1.	Trafficking in Human Beings: New challenges	8
	a) Newly visible forms of exploitation	9
	The need to develop indicators and identification capacity	9
	The challenge: strengthening self-determination	
	to stop exploitation	11
	b) New exploitation patterns in trafficking for sexual exploitation	12
	c) New organisational dynamic of trafficking networks	14
2.	New challenges in trafficking: new gender approaches?	16
	a) Why trafficking in human beings is not gender-neutral	16
	b) Highlighting men's role in trafficking: part of the problem	
	or part of a solution?	17
	Punishing clients	18
	or trying to encourage responsible behaviour among them	21
2.	Combating newly visible forms of trafficking:	
J .	focus on forced labour	22
	General considerations and first practical steps	7,0
		22
		_
	a) Framing the context of the debate on forced labour	23
	a) Framing the context of the debate on forced labourb) Prevention	23 24
	a) Framing the context of the debate on forced labourb) Preventionc) Identification and assistance	23 24 26
	a) Framing the context of the debate on forced labour b) Prevention	23 24 26 29
	a) Framing the context of the debate on forced labourb) Preventionc) Identification and assistance	23 24 26
4.	a) Framing the context of the debate on forced labour b) Prevention c) Identification and assistance d) Judiciary: prosecution and redress e)and more Communication on trafficking in human beings:	23 24 26 29
4.	a) Framing the context of the debate on forced labour b) Prevention c) Identification and assistance d) Judiciary: prosecution and redress e)and more.	23 24 26 29 30
4.	a) Framing the context of the debate on forced labour b) Prevention c) Identification and assistance d) Judiciary: prosecution and redress e)and more Communication on trafficking in human beings:	23 24 26 29 30
4.	a) Framing the context of the debate on forced labour b) Prevention c) Identification and assistance d) Judiciary: prosecution and redress e)and more Communication on trafficking in human beings: Developing external messages and enabling internal organisational development	23 24 26 29 30 31
4.	a) Framing the context of the debate on forced labour b) Prevention c) Identification and assistance d) Judiciary: prosecution and redress e)and more Communication on trafficking in human beings: Developing external messages and enabling internal organisational development a) Communication: Campaigns, media work	23 24 26 29 30 31 31
4.	a) Framing the context of the debate on forced labour b) Prevention c) Identification and assistance d) Judiciary: prosecution and redress e)and more Communication on trafficking in human beings: Developing external messages and enabling internal organisational development a) Communication: Campaigns, media work Clarity on objectives and target groups	23 24 26 29 30 31 31 31 32
4.	a) Framing the context of the debate on forced labour b) Prevention c) Identification and assistance d) Judiciary: prosecution and redress e)and more Communication on trafficking in human beings: Developing external messages and enabling internal organisational development a) Communication: Campaigns, media work	23 244 26 29 30 31 31 31 32 32
4.	a) Framing the context of the debate on forced labour b) Prevention c) Identification and assistance d) Judiciary: prosecution and redress e)and more Communication on trafficking in human beings: Developing external messages and enabling internal organisational development a) Communication: Campaigns, media work Clarity on objectives and target groups Clarity on message and images	23 24 26 29 30 31 31 32 32 33
4.	a) Framing the context of the debate on forced labour b) Prevention c) Identification and assistance d) Judiciary: prosecution and redress e)and more. Communication on trafficking in human beings: Developing external messages and enabling internal organisational development a) Communication: Campaigns, media work Clarity on objectives and target groups Clarity on message and imagesframing the message in a broader context	23 24 26 29 30 31 31 32 32 33 34

b)	Internal communication and organisational development	37
	Adequacy of responses	37
	evaluation	37
	and building of organisational memory	38

Introduction: Addressing new challenges of trafficking in human beings

Trafficking in Human Being continues to be one of the most dramatic human rights violations of our time. Churches, alongside an increasing number of governmental and civil society actors, have denounced trafficking as unacceptable and are carrying out a wide range of activities against it – locally, nationally and internationally. The churches' commitment is rooted in the belief that the human being is created in the image of God, which contradicts any tendency to regard human beings as a commodity; that a person could be bought or sold.

Over the last decade the issue of trafficking in human beings has become an issue, which received considerable attention in media and political discussions, had a high public visibility and generated highly emotional and controversial debates. However, perceptions of trafficking and the reality of trafficking in human beings remain rather different. It is true that media are no longer ignoring the issue of trafficking, as it was the case a decade ago. However, reports often exclusively focus on the supposedly huge numbers of women trafficked for sexual exploitation, often in strongly sensationalist manner, and reports are often strongly associated with images of "sex and crime". The interests and stories of those who are trafficked, the background why trafficking is happening and the notion that sexual exploitation is only one area of trafficking in human beings, are in most cases ignored.

While the legislative framework in most countries has in recent years been modified along the lines of the Palermo Protocol definition and penalises all forms of trafficking irrespective of the areas and mechanisms of exploitation; political and public debate still is centred around trafficking for sexual exploitation and exploitation which is connected with irregular migration. While these cases do still exist – in far too many places – and remain considerable reasons for concern, experience from the field indicates that changing patterns of trafficking for sexual exploitation as well as a vast field of trafficking for exploitation purposes, which are not related to the sex industry, are making it necessary to develop new responses. The area of exploitation through forced labour is for example becoming more and more obvious. While the problem of forced labour has already existed for a long time, its extent and patterns are only recently becoming more and more obvious. Churches see the need to speak out against all forms of trafficking, as slavery – irrespective of its form – is a violation of human dignity. This year, 2007, the bicentenary of

the official abolition of the transatlantic slave trade is celebrated. This is an important occasion to recognise that modern slavery has many forms, which deserve equal attention. In this context it is important to remember that despite all official declarations, slavery in many parts of the world has not been fully abolished.

Groups of practitioners, such as the European Commission's expert group have described some of the changing patters of trafficking and indicated the need for new and broader responses to new (or newly visible) challenges. A more detailed and analytical description of the new challenges as well as ideas of how these could be overcome in practical terms is however largely missing until today.

The Churches' Commission for Migrants in Europe (CCME), which has coordinated the European network "Christian Action and Networking against Trafficking in Women (CAT)"1) since 2002, has for this reason launched the initiative "trafficking in human beings - new challenges, new partnerships" in November 2005, a project supported by the EU Commission's AGIS Programme²⁾. The project, running until January 2007, aimed at identifying and understanding some of these new challenges in more depth as well as at addressing some of the new challenges from a more practical point of view. New partners with specific expertise in dealing with these new challenges joined the project activities. The project provided space to learn from more experienced organisations, to formulate questions and to address dilemma of practical work. At the same time it took stock of situations, in which old challenges seem to reappear as new challenges: either in the legacy and continuity of old forms of slavery, or in continued gender discrimination, which never ceased to exist and constitutes a major part of the ongoing challenge in the struggle to overcome all forms of slavery. Last, not least the project examined how the developing operational knowledge from the field on issues of trafficking can be translated into more accurate public communication on trafficking as well as targeted internal communication within one's own organisation.

The result of the 15 months of work in the project, which followed the outline described above, are summarised in this booklet. It aims at suggesting practical activities as well as debate among practitioners or those interested

¹⁾ cf. http://www.ccme.be/secretary/activities.html

²⁾ Among project partners the project was often referred to as "CAT III", as it continued some aspects of the work in the previous projects against trafficking.

in developing practice-based policies³⁾. As this booklet is by now the third volume of the action-oriented guide on activities against trafficking in human beings, a variety of issues, which had already been addressed in volume I and II of the guide, are only briefly touched upon. It goes without saying that the orientations given in this book do not only need to be reflected in practice of organisations working against trafficking in human beings, but in the political and financial framework, in which they operate: best practice can only be developed in a context which gives perspectives for sustainable developments. For this reason we would appreciate to hear from your experience and receive feedback on this brochure.

Your reaction is welcome at

Churches' Commission for Migrants in Europe 174 rue Joseph II B-1000 Bruxelles e-mail info@ccme.be

Doris Peschke CCME General Secretary

Torsten Moritz CCME Project Secretary

Brussels, January 2007

³⁾ The different issues addressed in this booklet were dealt with at different events of the project, which each had a different audience. The style of the draft for different chapters of the booklet therefore varied according to the groups involved in the drafting. We have refrained from harmonising the styles into a uniform style during the editing.

1. Trafficking in Human Beings: New challenges

Trafficking in human beings has increasingly become a subject discussed and addressed over the last decade by different nongovernmental and governmental agencies, both at the national and international level. Legal provisions within international instruments such as the UN Palermo protocol or the EU framework decision on trafficking of 2002 have been transposed into national law. In addition, operational cooperation between different actors has been strengthened locally, nationally and internationally.

The main focus in combating trafficking has for valid reasons centred on the trafficking of women for the purpose of sexual exploitation. However, over recent years it has become clear that other areas of exploitation, such as labour exploitation, also constitute an important challenge. So far NGOs and governmental actors, which have up until now "traditionally" been involved in the fight against trafficking, often find it difficult to address these new challenges – both for practical reasons and conceptual/political reasons (see chapters 1, 2 and 3). While the legislative framework is increasingly the same for all forms of trafficking, in the working reality on the ground, substantial differences remain: on the one hand the working methods, which have been developed to combat trafficking for sexual purposed have limited value in combating e.g. trafficking for labour exploitation. It might also be that organisations addressing trafficking for sexual exploitation due to their composition and historical background might not want to broaden the mandate. Combating trafficking for purposes outside sexual exploitation will therefore in most countries either require firstly a diversification of services offered by existing specialised agencies, secondly, the creation of new organisations or thirdly, the need to involve organisations which previously have not addressed trafficking.

In addition, it has become obvious that the patterns and mechanisms lying behind trafficking for sexual exploitation have been changing, perhaps partly as a reaction to prevention campaigns and to the work of law-enforcement strategies.

The following texts aim at outlining the details of these changing and new – or newly visible – challenges⁴⁾ as well as the practical consequences and possible responses of different actors to these.

⁴⁾ Describing the challenge of addressing forms of exploitation outside sexual exploitation as "new challenges" is only correct in so far as it refers to chal-

a) Newly visible forms of exploitation

The need to develop indicators and identification capacity

In the fight against trafficking for sexual exploitation, it has been crucial to develop a broader public understanding of what exactly constitutes trafficking and of the various indicators, which enable detection.

These indicators would inform non-specialised public professionals (e.g. health professionals, and ordinary police) in order to allow them to both identify and intervene (e.g. through referral) when they encounter a person affected by trafficking. Indicators would also play an important role in guiding specialised persons in the correct identification of trafficked persons.

It is therefore equally crucial to identify and operationalise indicators for other forms of trafficking as it is to make known existing *ones as developed e.g. in international conventions*. The ILO forced labour convention of 1930 has already set the framework of defining forced labour ⁵⁾. The ILO indicators on forced labour⁶⁾ for example offer further helpful insights:

lenges for anti-trafficking organisations. For many other organisations, such as migrants' rights organisations, the issue for example of labour exploitation has been an ongoing challenge rather than a new one.

- 5) ILO Convention 29 concerning forced labour stipulates in article 2: For the purposes of this Convention the term "forced or compulsory labour" shall mean all work or service which is exacted from any person under the menace of any penalty and for which the said person has not offered himself voluntarily. 2. Nevertheless, for the purposes of this Convention the term "forced or compulsory labour" shall not include:
 - (a) Any work or service exacted in virtue of compulsory military service laws for work of a purely military character;
 - (b) Any work or service which forms part of the normal civic obligations of the citizens of a fully self-governing country;
 - (c) Any work or service exacted from any person as a consequence of a conviction in a court of law, provided that the said work or service is carried out under the supervision and control of a public authority and that the said person is not hired to or placed at the disposal of private individuals, companies or associations;
 - (d) Any work or service exacted in cases of emergency, that is to say, in the event of war or of a calamity or threatened calamity, such as fire, flood, famine, earthquake, violent epidemic or epizootic diseases, invasion by animal, insect or vegetable pests, and in general any circumstance that would endanger the existence or the well-being of the whole or part of the population;

- The most obvious indicator for forced labour is physical confinement/restriction of freedom: this could be most visible when workers are literally locked up: a setup where the workplace of the person is identical with his/her place of residence might be, but does not necessarily have to be, an indication of this restriction. The restriction of freedom might also include the restriction to leave the current employer.
- Induced indebtedness: this indebtedness can be created e.g. by inflated prices or excessive interest charges, which the worker has to pay, or by the reduced value of goods or services produced. These can only be detected with a more detailed investigation into the situation of the worker.
- Psychological compulsion or use of physical violence: threats or actual physical harm to the worker; these can in the most extreme cases be witnessed from the outset of a given situation (e.g. when the worker has visible injuries), but the more subtle forms of threat, including those against the family of the worker would usually need to be detected in a more in-depth conversation (e.g. during a legal counselling).
- The withholding and non-payment of wages and retention of identity documents: the fact that documents are withheld could be detected when persons are met at a worksite without any valid documentation. Detection that wages are withheld is much more complicated; here awareness among actors that withheld wages can be an indication of forced labour would be essential. Actors on the ground, such as labour inspections, if sensitized, could be essential in recognising that persons, who at first sight would appear to be irregular employees, can in fact be victims of trafficking.
- The threat of denunciation to the authorities. This will be something, which can be detected during longer in-depth conversations where the interviewer/counsellor has gained the trust of the person in question.
- The sale of the worker into the ownership of another person is certainly
 the most striking instance of forced labour and contemporary slavery, but
 can also prove difficult to detect.
 - (e) Minor communal services of a kind which, being performed by the members of the community in the direct interest of the said community, can therefore be considered as normal civic obligations incumbent upon the members of the community, provided that the members of the community or their direct representatives shall have the right to be consulted in regard to the need for such services.

⁶⁾ International Labour Organisation: A global alliance against forced labour, report of the Director-General to the 93rd International Labour Conference 2005, p. 5ff. as well as ILO: Trafficking for Forced Labour: How to Monitor the Recruitment of Migrant Workers, Training Manual, Geneva 2006

The challenge: strengthening self-determination to stop exploitation

As explained above, these indicators for forced labour will often be difficult to detect, but once they have been identified they are comparatively clear. However, according to the Palermo protocol, exploitation through trafficking includes forced labour at a minimum, - which means that it is not limited to it. The notion of exploitation combined with deception/fraud or abuse of power as the necessary and most important element of trafficking however can be broad and include less clear-cut forms of exploitation. In these cases, determining exactly what constitutes an exploitation (sufficient to indicate the crime of trafficking) is more difficult: It might for example be that the salaries of workers are not completely withheld, but that the payment offered is grossly smaller than the one offered for comparable jobs, or that the hours worked are extremely long. Non-respect of health and safety regulations, in particular hazardous work conditions and lack of protection against accidents, can aggravate the situation. It would however in view of the ILO for example only qualify as forced labour if these appalling conditions or the payment are not those which were promised, i.e. if there was an element of "deception or false promise about the types and terms of work"7)

It is in these circumstances also extremely difficult to establish what needs to be done.⁸⁾ Is the situation one, which can be changed from within e.g. through strengthening of the bargaining/negotiation position of the exploited person? Does the affected person despite the hardship still want to remain in the situation, as it will help him/her to realise some of the hopes she/he had; or is the situation so bad that an external intervention is needed? If an external intervention is needed, how can the exploited person be empowered to overcome the exploitative situation, whilst not being exposed to other risks, such as deportation due to an irregular residence status?

Nee previous footnote p6. It remains to be seen whether jurisdiction, which is based on laws following the definition of the Palermo Protocol will consider such cases trafficking or not.

⁸⁾ It needs to be acknowledged that the difficulties of deciding what intervention is needed are also known from the area of sexual exploitation, where the logic of "rescuing" trafficked person from the exploitative situation often is connected with disrespecting the choices of a trafficked person. While persons trafficked for sexual exploitation usually desire to exit from the situation of violence and exploitation, the decisions of what should happen afterwards vary: while some might under the given circumstances decide to remain in the area of sex work, but work independently, others will decide for a total exit from the situation.

It is in view of the difficulties of identifying trafficking outside sexual exploitation and in view of the modified intervention logic, necessary to develop an approach, which goes beyond the existing models known from the work against trafficking for sexual exploitation. (See chapter 3)

b) New exploitation patterns in trafficking for sexual exploitation

It is certainly correct to say that the general environment, in which trafficking is happening, has not changed significantly: there is a continued demand for persons to work in exploitative conditions just as there is a continued demand of the "services" of a trafficked person. The circumstances of those who are at risk of being trafficked have also not changed substantially: social exclusion and marginalisation of large groups of society and in particular women, is continuing in countries of the South and Eastern/South East Europe. The lack of opportunities for personal advancement and social development for these groups coincides with the knowledge and sometimes myths about the opportunities, which migration can provide. This impetus for migration coincides with the widespread lack of safe and accessible migration channels, in particular for those who are marginalised in their own countries.

However, it seems that those individuals or organisations responsible for trafficking have changed their operational methods. It would seem possible that this development took place as old methods of recruitment and coercion had triggered activities in prevention and law enforcement and turned out to be increasingly ineffective or even dangerous for traffickers. Some of the trends, which have been observed by law enforcement, judiciary and assistance organisations, are⁹⁾:

⁹⁾ The observations on new tendencies described below are based on the deliberations of the "CAT III" workshop "new challenges" in Bucharest 26. – 30. March 2006. Some 50 practitioners from 15 countries have contributed to the deliberations. It however has to be noted that the following observations are indeed observations from work in the field, which despite being based on consolidated evidence, are far from an all-encompassing academically verified study.

It also has to be noted that the patterns described below are labelled as "new", as they seem to differ from the patterns described so far in most literature on trafficking. The fact they these patterns are now becoming more visible might however be the result of two different things: ei ther they indeed are new or they have just been observed more recently.

- Patterns of contact making for recruitment seem to have changed: the recruitment via an initial contact facilitated by newspaper ads and anonymous agencies seems to have become less and less common. The tendency is that initial contact is rather made by acquaintances or even friends, who refer on to other persons, thus creating an impression of reliable and trustworthy contacts and also a chain of contacts for trafficking. This development makes it even more difficult to warn about recruiters and also makes it difficult to establish individual responsibility of the actors if a case goes to court.
- While men often made the initial contact for recruitment in the past, it seems that nowadays women have become fairly central in making contact for recruiting the trafficked person. It is not uncommon that these women develop a good friendship-like relationship with the person to be trafficked before proceeding to recruitment. This makes it more difficult to raise suspicion among potential victims.
- The pattern of deceit in recruitment seems to have shifted: whilst in the past a lot of the recruitment for sexual exploitation happened with the pretext of offering a jobs in other areas (as au pair, as waitress etc.), recruiters nowadays more often seem to give indications that the job offered is in the entertainment and sex industry, with the future victims initially accepting this, often out of lack of alternatives. While there seem to be varying degrees of honesty about what the job really entails (in some cases prostitution is openly mentioned, in others there is talk of "exotic dance" or "animation in bars") none of the recruiters mention the reality of exploitation, violence and abuse. The fact that more women at risk of being trafficked "know" about the area of exploitation makes it more difficult to reach out to them with prevention activities and also often creates problems to prove in court that exploitation/trafficking occurred.
- The setup of the situation of exploitation seems to have changed: whilst trafficked women in the past often literally held like slaves and the money they received was withheld, there is evidence that more and more women are at least receiving symbolic amounts of the money which was paid to them by clients. Often traffickers withhold the bigger part of the money with the argument that the trafficked person needs to pay them for the "services" provided by the traffickers (working space, clothing, accommodation, food). It is clear that these traffickers massively overcharge and that the women do not have any chance to decide whether to use these services or not, and that therefore conditions are those of forced labour. However, such arguments also make it much more difficult for police or prosecutors to prove that a case of exploitation/trafficking exists.

- The pattern of force is apparently changing: whilst women in the past often were literally held in captivity and exposed to continued physical violence, force seems to be working more "subtly" and with a "divide and rule" strategy nowadays. Traffickers often appoint controllers: persons who try to befriend the trafficked women. In addition a system of control and hierarchy among various trafficked women is created – with the effect that women are encouraged to spy on one other. Providing information on the behaviour of the other trafficked women to the traffickers is rewarded, sometimes even with a change of role, so that trafficked women themselves become part of the larger trafficking network. Threats and psychological demoralisation have often replaced the use of physical force. This creates the illusion that the women are free to move, making it very difficult for outsiders to recognise the situation of force and increasing the difficulty of prosecution later on.

c) New organisational dynamic of trafficking networks

- Networks of traffickers traditionally seemed to operate locally, even though they were already interconnected between different networks in the past. There is growing evidence that the same networks are operating in different places, across different locations, both nationally and internationally. Trafficked persons can therefore be moved across borders even more easily. This can have enormous repercussions on the safety of persons removed from the situation of coercion, as locations, which could be considered as safe in the past, are no longer entirely out of the reach of the specific network. Moreover, as judicial and police cooperation takes considerable time and resources, law enforcement will often lag behind the work of trafficking networks.
- Networks are targeting diversity of groups. It was often reported that a characteristic of trafficking networks is that they recruit almost exclusively from a specific social or geographic environment, for example a specific ethic group among the population and in a specific region. Nowadays recruitment seems to be more flexible, which makes prevention and law enforcement more difficult.
- The "business" camouflage of trafficking. Along with the tendency described above to "inform" women targeted for trafficking about their destination in the sex industry, an increasing number of cases are being reported where elements of a business relation are introduced between trafficked person and traffickers, making detection and penalisation difficult. Illicit activities continue to be connected with other forms of business, so

- that income and assets gained from trafficking can be set aside and not seized in case of an investigation.
- Consequences: The changing operational methods among traffickers will make it more necessary then ever to cooperate between all operational partners with their respective expertise and competence on a regional, national and international level¹⁰). National legislators and international organisations such as the EU will need to further develop a framework and provide the resources essential for international cooperation in law enforcement, judicial cooperation and protection of trafficked persons. Changing patterns make it necessary to have regular fora (e.g. round tables) to exchange expertise knowledge and to agree on the necessary joint responses. As outlined in previous documents¹¹), joint training and exchange of knowledge between the police, judiciaries, NGOs, church and other civil society organisations need to be established, and preferably given a legal basis (memorandum of understanding, law or circular).

Of. Christian Action and Networking against trafficking in women: an action oriented guide, Brussels 2003 p.: 24ff, as well as: Christian Action and Networking against trafficking in women: update action oriented guide, Brussels 2005: p. 7ff.

¹¹⁾ Ibid.

2. New challenges in trafficking: new gender approaches¹²⁾?

a) Why trafficking in human beings is not gender-neutral

In the emerging discussions around new challenges in the area of trafficking, it is becoming increasingly clear that responses cannot exclusively remain centred around trafficking for sexual exploitation and trafficking in women ¹³⁾. Approaches to combat trafficking in other areas need to be developed, which will also need to reach out to men (see chapter 3). However a number of organizations, which have been addressing trafficking in women over the years, have expressed reservations about addressing trafficking in more general terms or shifting their focus to trafficking for purposes other than sexual exploitation. There is a concern in this context that the gender-specific aspect of trafficking might become overlooked when the focus of anti-trafficking work is broadened. Some of the considerations behind maintaining a focus on trafficking in women are as follows:

While in theory anyone might become a victim of trafficking, it is very clear that the majority of trafficked persons come from what might be called "vulnerable environments." Due to traditional roles of gender hierarchies, the feminisation of poverty and subsequently the feminization of migration, women are particularly vulnerable. In all of the economic processes of recent years, whether it is economic transformation in post-communist countries or the transformation into globalised economies, women have been significantly overrepresented among those losing out most drastically and have often seen their traditional sources of livelihood destroyed.

In addition, the logic of trafficking, which sees persons as commodities, is likely to particularly affect women, as women and in particular female bodies have been and are still often seen and portrayed as commodities. Women are already in daily life far more likely to see their physical and psychological integrity not being respected, as the continued and widespread occurrence of

¹²⁾ This chapter is based on the deliberations of a working group at the "CAT III" project workshop "new challenges" in Bucharest 26. – 30. March 2006.

Despite the efforts of child-rights organisations, trafficking in children for sexual exploitation is still a largely unknown area. Even less is known about the trafficking of men for the purpose of sexual exploitation.

gradually degenerate until the situation has developed into one of forced labour. Very often those concerned are unhappy with the situation but have a feeling that they are trapped in the situation as they initially accepted it. There is also limited understanding that exploitative situations often are forced labour and therefore forbidden. Indeed it is in practice difficult to assess where exactly the boundaries between the unpleasant, but acceptable forms of undocumented migrants' work and exploitation lie. However, experience with jurisdiction in the area of sexual exploitation shows a working definition of exploitation emerges along with concrete cases.

Even if undocumented migrant workers clearly identify their situation as one of extreme exploitation and even forced labour, they often see no way to practically seek protection against forced labour. It is therefore essential that migrant workers and in particular undocumented migrant workers understand that the law also protects them from forced labour irrespective of their residence status. As the Platform for International Cooperation on Undocumented Migrants (PICUM) put it "one of the central elements of a strategy to protect undocumented workers entails developing their capacities to know what rights they have and how to exercise them.²⁶"

A central characteristic of many situations of forced labour is that initial recruitment and/or employment of workers is not undertaken by the person/organisation for whom migrant workers finally work, but rather via agencies, contractors, subcontractors, "gangmasters" or other intermediaries. This **phenomenon of intermediaries** (often there is a "chain" of several intermediaries between the final employer and the worker) often makes it very difficult to establish who is responsible for the forced labour conditions, who can end this situation and who can be held accountable.

An essential point of prevention, therefore, is to regulate and establish accountability in the area of intermediaries in recruitment and employment. The solution working most clearly in the interest of the affected worker would be a policy from governmental institutions, which would allow the bringing together of demand and supply of migrant labour in an open and transparent way with clear rights for migrants. Several suggestions have been made on national and international level: in Europe, most notably, the draft of an EU directive on "entry and residence for the purpose of paid employment and self-employed activities," ²⁷⁾. However, it seems clear that in most EU countries there is no political will at the moment to move forward in

 $^{^{26)}}$ PICUM: Ten Ways to protect Undocumented Migrant Workers, Brussels 2005, p. 27

²⁷⁾ (EU Commission document: COM (2001) 386)

this direction. The second-best option therefore seems to be **regulation of the operations of recruitment agencies as well as labour providers**. This can on the one hand happen by legislation establishing **minimum standards for their operations and mechanisms for controlling** these²⁸, and on the other hand, **measures of self-regulation** among agencies might be initiated and supported along with "naming and shaming" of those intermediaries who are not willing to respect minimum standards. Due to the problem with establishing accountability in a system of a series of actors in a chain of subcontractors, **legislation**, **which allows to hold all actors in the chain responsible**, would seem useful. The Portuguese "social responsibility" law of 1998 in the area of construction work has established exactly such a gradual responsibility of all actors in a chain of subcontractors.²⁹⁾ A person or organisation subcontracting work will know that it can be held accountable if exploitation occurs along the lines of subcontracting and is therefore much more likely to insist on the respect of minimum employment standards by its subcontractors.

In addition to regulating the obligations of the employer, legislation, which explicitly spells out minimum rights of migrant workers, along with other migrants, which is applicable irrespective of their status, remains necessary³⁰⁾.

c) Identification and assistance

As outlined above, it is essential that persons trafficked into forced labour are assisted in their access to justice and in their strive for self-determination. Activities of governmental and non-governmental agencies in the support of persons trafficked for labour exploitation will be essential. Some of these would include:

 Building support capacity among NGOs: This could be ensured by extending the mandate of existing anti-trafficking organisations to include exploitation outside sexual exploitation combined with adequate additional resourcing for these new activities. This will internally mean

²⁸⁾ The UK gangmaster Licensing Act of 2004 is an attempt of first steps in this direction, see PICUM 2005 (previous footnote), 65ff.

²⁹⁾ ibid. p. 64

³⁰⁾ The PICUM publications on ways to protect undocumented migrant workers (footnote 19) as well as the documents of PICUM in general are very useful reading in this respect (cf. http://www.picum.org).

a need for new specialisation of staff and probably also a diversification in recruitment of staff (different areas of competence, gender diversification, additional expertise in translation) as well as a need to review the procedures of dealing with beneficiaries. *Example:* while legal assistance for victims of sex trafficking was mainly geared towards cases in penal law and immigration law, advice for victims of trafficking for forced labour will often focus on civil law cases for the purpose of obtaining withheld wages. A new area of expertise therefore will be needed.

- Mainstreaming support capacity: Alternatively or even in parallel, organisations which are active in advice to migrants (e.g. counselling services) or organisation supporting workers (e.g. trade unions) should be resourced for specifically addressing the issue of forced labour.
- Involving governmental agencies for protection: Governmental labour supervising agencies should be mandated and resourced to look into the situation in the most precarious areas of work and be trained to identify forced labour. In order to work for the interests of those exploited, these agencies would need to be given a strong and independent status vis-à-vis immigration, i.e. they should be enabled to assist migrant workers against forced labour without having to report to the respective Immigration Service on the migrants' possible irregular status.
- Collective grievance procedures: In some cases, employers who are exploiting persons trafficked for forced labour can be convinced to change the situation of forced labour into an acceptable situation, for example, by collective action or outside intervention. This is particularly true if the trafficked workers do have contact with the outside world and can at least to some extent freely organise solidarity among themselves. An employer will usually not easily give in and change a situation, which is very beneficial for him/herself. However, a situation of being confronted with a united body of angry workers not willing to accept the situation any more; leaflets distributed in the neighbourhood informing that the employer is not paying wages, or even the threat of a lawsuit have on occasions in the past "convinced" employers to pay withheld wages or to change the most dramatic situations of exploitation. It should, however, be carefully assessed if this is a feasible option if the employer will rather use force to clamp down on such activities.
- Reaching out: Organisations and places where migrants gather are essential points for making initial contact and getting information on forced labour and remedies against it to those concerned. These points will be different from country to country: in some cases there may be community centres or migrant organisations, which are important contact points. In most cases, churches and other religious organisations will be an

important point of contact with many migrants, the church or other place of worship and prayer will therefore be an essential location for reaching out. In a number of countries, migrant media will play an essential role in informing the migrant community. Posters and information leaflets might be distributed via other channels: in some countries phone shops will attract migrants, outlets of Western Union or other money transferring agencies will be frequented by migrants so that information distributed here will be very well-targeted.

- Sensitising governmental agencies: as a result of anti-trafficking debates, in recent years governmental actors have in many countries established multi-agency working groups, on national, regional and even local levels. These working groups need to be organised in such a way that they can tackle forced labour along with other forms of exploitation (traditionally sexual exploitation). On a national level, the ministry concerned with labour questions needs to be involved. Locally or regionally, labour inspectorates and health and safety inspectorates, and experts on forced labour need to be involved. Where appropriate, studies should be commissioned into forced labour and migrants' support organisations and trade unions should be invited to give input.
- Assessing the role of consulates of countries of origin: the diplomatic representation of migrant workers' country of origin can potentially be an important ally in the migrant workers struggle to exercise their right. There are encouraging examples of embassies and consulates giving important support to migrants, e.g. in dealing with the authorities of the host country. It is, however, crucial to first assess the situation in a particular consulate/embassy: as often embassy staff there may be fairly indifferent towards the fate of their fellow countrymen/women. In a number of cases, embassy staff was even directly or indirectly involved in the trafficking and forced labour exploitation.
- Sensitising non-specialist staff: as in other areas of exploitation, victims of forced labour might often not be in a position to present themselves to institutions specialised in counselling or advice, sometimes because they are not allowed to access these institutions, but also often because they do not know about them. They might, however, occasionally or regularly come in contact with persons who could easily refer them to competent organisations: such persons include doctors, other workers (who are themselves not trafficked) or priests. It is, therefore, essential to sensitise these persons so that they can recognise signs of forced labour and explain to the trafficked person where to get help.
- Building the capacity of migrant community associations: An important partner and bridge-builder in assisting persons who were trafficking for

forced labour can be community associations. These associations, which are usually bringing migrants from one national or ethnical background together, can take very different forms. Some are cultural groups focussed, for example, on joint singing or dancing activities. Others are religious associations, and some may be organised along political or social interests. Some of these associations will be formally organised and registered, others will work on a very informal basis. Identification of cooperative leaders within the community, who are willing to take up the issue in a talk/discussion with community members, is essential. Cooperative leaders can be essential partners as often they will have a clear idea which members of their community might be trafficked into forced labour or where to look for them. Along the same lines as to what was said about embassies however, it is necessary to first ensure that the relevant community leaders are willing to assist their community colleagues to exercise their rights, as some cases have been reported, in which community leaders have themselves been involved in trafficking.

d) Judiciary: prosecution and redress

- Repression/punitive measures can only be a (small) part of a larger solution. From the point of view of the rule of law it is extremely important that traffickers are held to account for their acts: their acts should be punishable by law and resources allocated to prosecute them under penal law. From the point of view of those who have become a victim of forced labour, involving the judiciary can however be a double-edged sword, as coming forward in a trial will often jeopardise migrants' residence status. It is for that reason that often taking formal legal procedures against traffickers will only be a last resort if other measures fail. Experiences in the area of trafficking for sexual exploitation have indicated that such punitive measures need to be well coordinated between countries of origin and countries of destination in order to reduce the chance of recriminations on the trafficked person and his/her family. It will be important to carefully evaluate whether the situation of persons trafficked for forced labour also makes similar parallel efforts necessary.
- Legislation needs to be drafted to offer legal remedy in contractual rights Civil law should be drafted to offer access to compensation or legal remedy: this would include the right for migrant workers to reclaim their withheld salary as well as the right to compensation for work-related accidents, injuries or illnesses. A number of EU countries offer opportunities to file cases with the industrial tribunals. In a number of countries

- this can even be done from abroad, which is important in the case of removal.³¹⁾ Organisations of assistance should be given the opportunity to represent persons trafficked for forced labour in their claims, particularly if the trafficked person wants to remain unidentified due to considerations of residence status.
- Analysing the side effects of criminal justice. Careful attention should be given to the question of how the penalisation of trafficking might have side-effects and negative repercussions, which can make those most vulnerable even more vulnerable. It has for example been observed that stronger reinforcement measures against smuggling and trafficking at sea have increased the perceived risks by smugglers and traffickers using boats. As a result, the number of cases where irregular migrants have been dropped off, not at shore but at high sea, seem to have increased considerably.

e) ...and more...

- Share good practice internationally. As it has been outlined above, initiatives against trafficking for forced labour are in most countries in a very early stage. It is therefore extremely important to share all examples of good practice, which are already operational. These may be found in the areas of identification, prevention, assistance and legal support. A study into best practice and lessons to be learned would certainly prove to be helpful.
- Get social partners on board. Self-evidently, the social partners as organisations negotiating conditions in the workplace will be essential. Trade unions have a clear mandate to defend the interests of all workers, whilst employers' organisations representing bona fide employers will be aware that slavery and forced labour will reflect badly upon the image of employers in general. Both are therefore good allies in the struggle against forced labour.

³¹⁾ ibid. P 75, which however also reports about the practical difficulties in collecting evidence for such claims.

4. Communication on trafficking in human beings⁵²⁾:

Developing external messages and enabling internal organisational development

In any discussion on trafficking in human beings, the issue of communication plays an essential role. Almost anyone working on the issue – as an individual or organisation – is likely to agree that communication is part and parcel of the struggle against trafficking. Indeed communication, e.g. campaigns or media work, as a means of outreach work can make a major difference in prevention, but also in awareness-raising for the purpose of providing assistance or identification of trafficked persons or for reducing demand (see previous chapters). While this part of broader external communication is usually recognised as an important area of counter-trafficking work, it has proven to be extremely important for external awareness-raising to be complemented by what might be called "internal communication": an ongoing process of learning and organisational development.

a) Communication: Campaigns, media work 33)

A broad variety of campaigns and media-related events have been addressing the issue of trafficking in human beings, and women in particular, over the last decade. It is therefore worthwhile to consider some of the lessons learnt for future activities. While a lot of the following remarks may seem extremely obvious, practice in the design of campaigns regularly shows that these considerations cannot be taken for granted.

³²⁾ This chapter is based on the findings of the international workshop of the Project "Christian Action and Networking against trafficking" 11. – 14. October 2006 in Vilnius.

³³⁾ Findings on campaigns have been particularly inspired by the examples of a number of campaigns, including the Lenten campaign of Norwegian Church Aid 2005, the "Zwangstprostitution" campaign of the German Diakonie from 2006 onwards and the "Set all free" campaign of Churches Together in England 2006–7.

Clarity on objectives and target groups

In view of the gravity of the problem of trafficking it is extremely understandable that campaigns start with the objective, "We want the whole world to know about this and everything to change." It is however almost inevitable that a campaign with such an unspecific message and aim will not have any lasting impact, if any impact at all. It is therefore essential at the beginning of each campaign or communication activity to define its aims and objectives with more clarity, the essential questions being: "As a result of our campaign... who should do what, when and how?" An exception to this might be a situation where you mainly want to inform about projects, which you are running, but often these will also be connected to a more precise message.

Your aim may be to raise funds; it may be to ask those you reach to write a letter to an MP or member of government to advocate for legal change. You might want to sensitize customers of sexual services to report suspected cases of trafficking, it might be that you ask shoppers to ask the clothes companies if slave labour was involved in producing the clothes they want to buy... the list seems almost endless. You will certainly try to get a broader message across, but you should always have a clear objective, which will enable some action by those you have sensitized. The action might even be a symbolic one, but you should leave those, which you have sensitized, with the impression that they are not helpless, but rather can do something to change the situation; or in the best case have done something, which had recognisable results. You have to know in your communication what the age, education, interests and occupations of your target group are. For example a youth group will require one approach and group of elderly religious sisters will require another.

Preferably, you will before your activity have defined a clear target group, which you want to reach with your communication. Identifying this target group is ideally based on a previous needs-assessment that examines which audience you would particularly need to reach, which group has for example not yet been reached by previous campaigns, but also which target group could be essential in changing attitudes among the wider public or be important in assisting trafficked persons. The more you know about your target group, the more specific you can be in choosing messages and images and also aim at working with those existing assumptions and images which your target audience might already have.

Clarity on message and images

Campaigns and communication on trafficking have in recent years received a considerable amount of attention. Creating attention and some "positive

curiosity" will indeed be necessary to get your message across. However very often the main lasting image of these campaigns, has been one of "sex & crime". This was particularly the case if the campaign was related to trafficking for the purpose of sexual exploitation. Often campaigns have worked with the image of naked flesh or prostitution scenes, which has – as intended – triggered interest, but made it very difficult to discuss broader issues around trafficking and to avoid stereotyping. It is therefore extremely important to carefully select the images and messages you want to convey, not only taking into consideration how you might interpret them, but also how your audience or media might. While you might feel very compelled to bring across a range of complex issues and treat each individual story with respect, it is very likely that public perception will focus on the more obvious, catchy and sensationalist aspect. Very often the time allocated to present your message will be very limited and the more complex issues harder to discuss.

It often seems to be common understanding in communication strategies that "you need a human face to this story." Often individual stories of trafficked persons have therefore been used to illustrate campaigns against trafficking. While you yourself might want to present an individual case in a spirit of empathy, it will however often be reported in sensationalist or stereotyping terms and the trafficked person might be humiliated or his/her well being even jeopardised by the media attention. It might therefore often be better to refrain from using images, messages or individual stories, which immediately raise interest in the short term, but which in the long run may compromise your message or even re-victimise the trafficked person. Good experiences have been made by using cartoon characters or actors to tell real stories. The "Lilya 4ever" movie for example gives a face to the story of trafficking while working with actors and a fictional character.

... framing the message in a broader context

An appropriate entry point for discussing trafficking in its entity might be to present trafficking with a focus on it being a violation of human rights and a modern-day form of slavery. Slavery is a reality, which most people will associate with past times and also something, which most people will strongly emotionally reject. Underlining that slavery still exists; that it has in some parts of the world never vanished and is actually more alive then ever will with most audiences create outrage and a willingness to take action. It will also strengthen your prospect of making the case that trafficking is both a human rights violation and a crime. In a majority of cases your audience will understand that you are talking about a human rights violation. Once this general receptiveness has been created, it will be easier to explain what trafficking is and why action should be taken to overcome it. This entry point will also

make it easier to focus on the essential aspect of coercion, the use of force and of exploitation as elements of trafficking and provide the chance to address the different areas in which trafficking takes place. In this way the debate will be less likely to be limited to trafficking for sexual exploitation and you will have increased chances of communicating on trafficking rather than prostitution. (If you feel you want discuss prostitution, you should be clear about that and not use trafficking as your main entry point). You will however also need to be careful in your message of linking trafficking and slavery. A statement, "Slavery was abolished but is since the end of the Communist block a new reality – as trafficking," would be wrong and insulting, as it does not keep in mind that slavery today is not limited to trafficking alone and that for some parts of the world slavery has never really been abolished but remained a reality.

Clarity on means and resources available

An organisation reflecting on the possibility of running a communication activity or campaign on trafficking will often be tempted to think in terms of large-scale national or even international campaigns. If you can afford this, it is fine. A quick reality check will however often signal that the resources available will for most organisations not be sufficient to run such a campaign, which require substantial amounts of staff time and money in preparation and implementation. This is no reason to be discouraged: most organisations will with a bit of creative thinking be able to identify meaningful channels of communication. Often, trust in your own resources and some systematic thinking will go a long way. In order to know what you can achieve in communication, you need to identify the strengths of your organisation:

A wide audience might read your own organisation's newsletter. Alternatively you may feel that a letter to the editor of a popular newspaper in your organisation's name is a good way to communicate your message, as your organisation is a respected one and will generate interest. If your organisation is a bigger one, e.g. a church or a trade union, the volunteers/activists in your organisation might be informed about the issue of trafficking at an annual event. Partner organisations of yours might be interested to learn more about trafficking. Organising a discussion on the subject of trafficking or showing a movie on it will not cost you a lot in terms of resources, but will often be something a newspaper or even (local) TV/radio will be interested to report. These activities will also allow you to get more complex messages across than for example a campaign with one poster.

A number of organisations working on larger-scale anti-trafficking campaigns have found it particularly rewarding to actively involve young people/youth

groups in their campaigns.³⁴⁾ In general, young people often feel passionately about questions of social justice and are willing to get involved in mobilisation on the issue. In the case of trafficking, campaign organisers also realised that young people often find it easy to imagine themselves in the situation of those at risk of being trafficked – who are themselves in their majority young people. This empathy towards those affected by trafficking and the sense of, "It could be me," has contributed to making campaigns both lively and also sustainable.

You do not necessarily have to develop all materials for your campaign by yourself – often other organisations will already have developed material, but might need a hand to distribute them or might want to reach out to target groups you are in touch with. You might want to think of adding just a few reflections for a specific audience from your side, e.g. in a small additional pamphlet. (In such cases please check that this is OK with the other organisation, whose material you use). While you might not have the budget to fund an advertising campaign, you can try to use some of their methods and pre-test your message. For example you could get a group of people you know around the table which in composition is similar to the group you might want to reach with your message (same age, gender, education, origin, value orientation) and test your material before producing it on larger scale.

Clarity on your values informing your judgement

An essential precondition for successful communication is that you can genuinely support the message, which you have decided to communicate. Obviously the commitment against trafficking is rooted in some very fundamental convictions and beliefs. This may be a particular faith or any ideology or just a general belief in human dignity and human rights. This value-basis makes communication a tricky business, particularly for churches and other value-based groups, as it often involves dealing with moral dilemma: while you might not agree with irregular migrants working undocumented in dirty and dangerous conditions, you might decide that you want to limit your communication message to those cases in which absolute exploitation and restriction of freedom is added to the situation. Can you in your message consistently be non-judgemental about the undocumented work as such or will this subconsciously influence your message on exploitation? Can you clearly draw a line between an acceptable situation, which may be unpleasant

³⁴⁾ Examples are the Lenten campaign of Norwegian Church Aid 2005, which involved young people from confirmation classes or the anti-trafficking campaign "move it, speak it, pray it, stop it!" run by the Salvation Army in the UK.

but not considered exploitation and a situation, which you would denounce as exploitation?

The most common example of the moral dilemma is the one of communication on trafficking for sexual exploitation: the buying (and offering) of sexual services for money is for many persons and organisations not a business just like any other, as it raises a number of difficult questions on human relations. Many activists have against this background argued that their commitment against trafficking includes an engagement against prostitution or the buying of sexual services as such. Others have argued that the only basis for any engagement in the issue of trafficking is the acceptance that there is a demand for sexual services and that both forced and voluntary prostitution exist, combined with the insistence that rendering such services should not be forced. In both cases, the development of a consistent and credible message is a difficult task. The fact that the available options for many migrants and in particular for women are very limited, in view of the need to cater for their own and their families' survival, does not make value-based communication any easier.

Clarity on success-measurement

Just as it is essential to be clear about your intended aims and objectives, it is necessary to build in measurements of the success of your campaign or other forms of communication. While your overall objectives and aims may be fairly long-term and often also fairly broad and therefore difficult to measure, it is important to have indicators, which are measurable in the short run. You might otherwise right from the beginning build your own (perceived) failure into the project: either you will not be able to find out in case your communication activities do not work, or you will not be able to demonstrate the success of what you are doing. Measuring might be in some cases fairly simple: If your organisation has a website, your provider can for example tell you the number of visitors. You could also start a 'forum' page where people can give reactions. In the case of communication, indicators might be the number of people who were contacted or the feedback you receive, or if you work with the media the coverage you got with your news. As communication is a fairly complex system, you might want to measure success in intervals and repeatedly to observe changes in perception and long-term effects.

³⁵⁾ Christian Action and Networking against Trafficking in Women (CAT): Update action oriented guide for awareness raising and social assistance, Brussels 2005, p. 16.

b) Internal communication and organisational development

As already outlined in the considerations on the organisational standards of those organisations working against trafficking,³⁵⁾ a regular discussion on and communication of your own organisation's standards of work are essential for a coherent delivery of services and identification of your staff with the mission of the organisation. This is even more the case if new colleagues or volunteers join your team of staff, especially if they work on a specific project. It is important that your colleagues are aware of and identify with the main methods of work, which you commonly agree, as well as with the underlying aims and principles.

Adequacy of responses...

As described in previous chapters, trafficking is a highly dynamic phenomenon, which undergoes regular changes. It is therefore necessary to enable regular internal sharing of information and experiences in your organisation. This should happen in view of seeing if your organisation's responses are adequate, effective and in general appropriate in view of the probably changing patterns of trafficking. Issues to discuss are your specialisation and the staff resources and working methods you use - are they appropriate for the current challenges your clientele faces? Your reflection should also focus on the selfperception you have and the perception others will have of you. This reflection is not an academic exercise but rather an indispensable tool for assessing whether your mission and ongoing work are communicated clearly enough to outsiders. In turn, this will hugely influence how others will interact with you: in their communication, if they refer cases to you and contact you or leave you out of communication and also if they draw upon your expertise. Reflection on your organisation's identity and image is essential, especially if you have changed e.g. your area of outreach work. Likewise, reviewing the perception you have of others is important, in particular in areas in which one often finds a fairly uniform picture of a big organisation or group of organisations prevailing (e.g. on the police, the NGOs...).

...evaluation

The regular review of your organisation's work should also enable an evaluation of your organisation's ongoing activities and of your and your colleagues' work. This should happen in an environment, which is "safe" – in the sense that problems and failures can be admitted and solutions can be sought for together. In this sense it might be an idea to have a sharing of "worst practice" about all the things, which have gone wrong and a following reflection on

what could be improved. A trusting and open relationship with colleagues will be necessary to address mistakes in a constructive atmosphere and in a spirit of honesty. Any learning, which is in this way based on your own experience, will be more grounded and lasting then a theoretical learning process, which you might e.g. have undergone in professional training or at university. In order to be able to carry out this evaluation, it will be necessary to plan such an evaluation right from the beginning of a project for instance, or to build in sufficient resources and time for an evaluation. It should become standard that an evaluation is not an additional element of your activity, but seen as part and parcel of it and you should communicate this to your funding organisations and partners. A serious evaluation of your project would therefore include as much an external evaluation, and clear indicators of success as well as an honest and serious self-reflection in order to in the next project build upon the positive and negative lessons learned this time. A team, which has thoroughly reflected on mistakes committed in one project, is less likely to commit these mistakes again than a team, which has tended to ignore the negative aspects of the projects. It should in this context also become standard that funding organisations appreciate and ask for feedback on negative experiences and lessons learnt from them, rather than using reports of less successful projects as a reason to discontinue funding. If relations with external partners allow for a spirit of open and trusting communication, it might be a good idea to involve external partners in this evaluation/critical self reflection: the organisations you work with will often have a fairly precise idea about your work, its values and its shortcomings. They might also be able to tell you how your organisation is perceived externally, where you do well in your external communication and on which issues you need to improve.

...and building of organisational memory

It is a common experience that organisations working in a highly challenging and emotionally demanding area like trafficking will experience a high turnover of staff and volunteers. While this is a highly positive development when it comes to including new points of view and new competence in your team, it can be a challenge for continuity and "organisational memory." This organisational memory is extremely important for learning from past experiences, in order to incorporate negative "lessons learnt" into future activities, but also in order to carry forward successful strategies. The building up of organisational memory also means that learning experiences and results developed in one department of the organisation or during the implementation of projects should become part of the experience of the whole organisation, so that these experiences are not lost once colleagues move away or projects are over. It is too often that experiences and lessons learnt from a specific project completely

"disappear" in an organisation when the colleague, who was responsible for the project, leaves the organisation. A regular sharing of "who-does-what" might in this context be a useful tool for your organisation – you can share during staff meetings, but also in less formal settings, e.g. doing a joint "tray lunch" during which one colleague reports on his/her work. Knowledge management or management of knowledge might mean to keep a systematic archive, which is well maintained in order not to forget about projects that have ended and that could be helpful for planning the next projects.

