

Appendix A

REACH – Prevention, Awareness & Education

A21’s ‘Reach’ operational strategy recognises that the most effective way to prevent human trafficking and exploitation is through prevention, awareness and education strategies outworked with at-risk populations, vulnerable communities, as well as within the broader general population. A21’s Reach strategy exists to disrupt the cycle of exploitation by reducing risk factors and providing safeguarding information, training, and awareness tools. Furthermore, it aims to provide resources with accessible and tangible reporting methods as a practical tool to encourage the general population to report suspected human trafficking. The ‘Reach’ operational strategy includes all of A21’s prevention programs, awareness campaigns, and education curriculum, as well as professional development training for educators, with the aim of safeguarding those who are vulnerable to human trafficking. There is no single profile for trafficked individuals; adults and minors in rural, suburban, and urban communities across the world experience and are vulnerable to human trafficking. Those victimised by human trafficking have diverse socio-economic backgrounds, varied levels of education, and may be documented or undocumented. While human trafficking spans all demographics, there are risk factors that lead to a higher susceptibility to victimisation, including job and family instability, violence and abuse, lower education, substance misuse, poverty, homelessness, unemployment, and isolation. These factors can weaken defensive measures and make individuals more vulnerable to trafficking and exploitation.

PREVENTION

A21’s prevention resources are designed specifically to reach vulnerable populations, including asylum seekers, refugees, stateless persons, migrants, children in foster care, homeless, and those in group homes and orphanages. These resources include the Primary Prevention Program (PPP), prevention comic books, Parent Guides (for children and teens), Safe Employment Guides and presentations. Often A21’s prevention programs are physically conducted in-person with the most vulnerable, poor, ostracised, stigmatised, socially removed populations in communities. Within every resource, presentation and community visit, A21 staff ensures national hotline numbers are shared, practical assistance is provided, and intervention and assistance is available through referral to local authorities.

PRIMARY PREVENTION PROGRAM

A21’s Primary Prevention Program (PPP) is comprised of three child-centred, play-based sessions designed to empower children and champion their young voices to make informed decisions to protect themselves and others from trafficking scenarios. The program is researched-based and includes three core sessions: Values and Child Rights; Safe and Unsafe Migration; and Human Trafficking and Exploitation. These sessions are designed for children ages 6-12 and are currently available on A21’s website in seven different languages. Each ‘country-specific’ version of the program has been contextualised to be relevant for the local region and to incorporate local laws.

ADDITIONAL RESOURCES

A21 produced a digital ‘Safe Employment Guide’ to educate the general public on recognising and preventing labour trafficking, utilising reporting information, safety tips, and red flags. These guides highlight indicators of safe and unsafe job opportunities and give the reader practical tools and resources to assess potential employment. A21 also launched new ‘Parent Guides’ for caretakers of both younger children (6-12) and teenagers (13-17) with key information to help prevent online child exploitation and human trafficking. These guides give practical steps on how to safeguard children while online. They are designed to help parents of children and teenagers start conversations about human trafficking generally. All versions have been translated into seven languages and are available online.

AWARENESS: Presentations

A21’s awareness resources and presentations explain human trafficking to diverse audiences, and the various ways in which the general public can be involved in counter-trafficking efforts. They are individually designed for specific audiences, including: children and young people (C&YP), university students, adult populations in communities, government agency or task forces, and faith-based groups or organisations/businesses. All of A21’s awareness resources and presentations are translated into local languages and contextualised by A21’s country offices, to include local laws, customs, trends and observations. A21’s awareness resources and presentations include A21’s Online E-Training Module, the Global Freedom Summit (GFS) Broadcast, the Human Trafficking Awareness Program (ages 13+) and Walk For Freedom (WFF).

HUMAN TRAFFICKING AWARENESS PROGRAM

A21's Human Trafficking Awareness Program (HTAP) includes three sessions of videos, activities, and information that can be used to educate and mobilise groups of people to action. The focus of HTAP is to educate participants on the issue of human trafficking, equip individuals on how to recognise and report suspected cases of human trafficking, and empower them to take action in their own communities. HTAP has been contextualised and translated into 13 versions and is being used around the world in schools, universities and communities.

THE 'CAN YOU SEE ME?' CAMPAIGN

The 'Can You See Me?' (CYSM) campaign is a global anti-human trafficking public awareness and identification campaign of A21. The concept behind CYSM focuses on the 'hidden but in plain sight' reality that underlies human trafficking. This campaign seeks to educate the public with the subtle indicators of human trafficking in order to expose a seemingly innocuous situation with the reality of the human trafficking that is occurring. In 2020, A21's CYSM campaign videos, billboards, posters and additional resources had an estimated reach of more than 688,500,000 people across the world. As the campaign is country-specific, CYSM requires collaboration with the government and local NGOs to ascertain the specific type of exploitation that is most prevalent in that particular country. As the campaign seeks to train the viewer on recognising and reporting potential trafficking in that country, CYSM has a call to action, and provides the relevant hotline in that country.

Best Practices from A21's Can You See Me? Public Awareness Campaign are as follows:

- Dual purpose - (1) as a tool for identification of the victimised; & (2) general awareness & education tool
- Broad target audience - (1) exploited individuals; (2) general public; and (3) industry employees
- Specific to the local issues - (1) tailored to the prevalent human trafficking issues in the country/locality; and (2) industry specific
- Time sensitive - as most public service announcements only have 30 or 60 seconds to relay a message, within that allotted time, the videos seek to include:
 - The current seemingly 'normal' situation where an individual is being exploited;
 - The backstory that led up to that situation;
 - A call to action on part of the viewer;
 - A united front from all the partners to the campaign (NGOs, hotlines, governments, industry, etc.)

CYSM materials are provided free of charge in multiple formats.

EDUCATION: Curriculum

The A21 'Bodies Are Not Commodities' (BANC) standards-based curriculum was originally created for 9th and 10th-grade students in the United States in 2013. It is a researched-based curriculum designed to equip educators and their students with human trafficking awareness and prevention tools and offer engagement pathways to be a part of the solution to end human trafficking. There are five multimedia, interactive sessions designed for cross-disciplinary teaching. Each session includes interactive learning labs for extended inquiry-based experience to cultivate authentic connectedness to the real world, substantive conversation skills, social support, enhances critical thinking, and utilises ongoing evaluation throughout the learning process. A21's BANC curriculum addresses essential human rights, self concepts, online safety, and human trafficking questions, engaging students in the classroom to understand, recognise, and respond to the threat of human trafficking. A21's BANC curriculum and accompanying educational resources contain targeted content aligned with nationally contextualised education standards for each country.

Appendix B

RESCUE – Intervention & Survivor Legal Assistance

A21’s ‘Rescue’ operational strategy incorporates all of A21’s intervention and legal assistance efforts. Individuals may or may not realise that they are being trafficked or exploited, or may not want their victimisation to be recognised for several reasons, including psychological factors. The lack of this recognition often enables the continuity of the exploitation. Such self-recognition is important however to realise certain rights, that are only available to recognised ‘victims’ under the law. Once identified, services can be employed to bring justice. This may include a formal classification as a human trafficking victim under the law of the relevant country, which generally confers a certain status resulting in special treatment and assistance available only to such classified individuals. While benefits will vary by country, they can include amongst others, legal immigration status, financial restitution, housing assistance, and protection from criminal prosecution for acts committed while trafficked.

Identification of victimised individuals involves both education and a mechanism to facilitate proper identification. Due to the controlling nature of traffickers, and the high-risk taken to be placed in a position to be identified, identification of potential victims and those being actively trafficked, is likely one of the most challenging parts of a successful intervention. Additionally, there are often significant barriers to identification commonly stemming from an unwillingness or fear of engaging with law enforcement, or due to the lack of understanding of their victimisation. Identification requires proactive efforts which commence before even encountering a potential victim of trafficking. These efforts include education to the general public, and specialised training to frontline professionals placed in key positions to first encounter potential victims of trafficking, merely through the nature of their employment, such as transportation or hospitality industry employees, or key government officials responsible for the laws and policies surrounding the creation and enforcement of human trafficking laws, such as government or those in the legal profession.

A21’s intervention efforts are outworked through a focus on identification through professional training, targeted identification operations, national human trafficking hotlines, and Child Advocacy Centres (CAC). A21’s legal assistance program recognises the vital importance that access to justice impacts survivors’ restoration and recovery, and to that end whenever feasible strives to support survivors through that process either through the provision of an attorney, or assistance in accessing legal services.

Professional Training

A21’s Professional Training programs recognise that certain frontline professionals have the highest likelihood of encountering a potential victim of human trafficking due to the intersection between human trafficking and their profession. These professionals may be required legislatively to proactively detect potential victims of human trafficking or may be required to do so under their employment description. These professionals may also have no explicit duty to uncover potential victims but might be in the best position due to the nature of their employment. Such individuals include professionals in the transportation industries, for example airport and airline personnel, the hospitality industry, such as hotel employees, border officials, medical service providers, including emergency room nurses and practitioners, immigration officials, patrol officers, and the like. As these professionals are first responders, they are in the best position to first engage with potential victims. Moreover, many of these officials are in positions where traffickers will have a heightened sense of possible apprehension, such as initial entry into another country, or at a medical provider as a result of an injury caused by the trafficker. Because of the unique positions of these professionals, A21’s Professional Training program trains these frontline workers on basic principles underlying human trafficking generally, recognising human trafficking in their country, utilising a survivor-centred approach and any nuances specific to the targeted industry.

Identification Operations

Comprehensive identification of potential victims as well as the victimised, requires both a passive and proactive approach. Because of the unlikelihood of self-identification, a key aspect of identification is to create the opportunity to proactively encounter both those being trafficked as well as potential victims. A21 engages in such proactive identification efforts in conjunction with government entities, with other NGOs, or on A21’s own initiative. In the past A21 has engaged in proactive identification operations with law enforcement, border force, and airport authorities, amongst others. Working collaboratively with frontline professionals has provided various professions such as law enforcement, to engage in a victim-centric approach when engaging with potential victims of human trafficking. Many exploited individuals who for a myriad of reasons are reluctant to speak to law enforcement, may be more likely to engage with NGOs, and upon

request for assistance, can receive immediate assistance from language interpretation, emergency housing, and any other support services.

Hotlines

A21 operates the national human trafficking hotlines in Greece, South Africa and Bulgaria, and are the only reporting mechanism in each respective country to solely receive and manage reports of human trafficking. These Hotlines provide a national focal point for reporting trafficking-related concerns and are specifically designated to receive reports of suspected human trafficking, both over the phone and online, as well as to provide resources for trafficking survivors who self-identify or are otherwise identified as needing assistance. Hotlines are therefore a key tool in providing effective service delivery to survivors as well as to the general public with trafficking-related issues, serving as a central point for the receipt, management and referral of reports. These toll-free Hotlines operate 24 hours a day, 7 days a week and offer interpretation services in numerous languages. In addition to accepting phone calls, all three A21 operated Hotlines receive reports and requests for assistance through online means of communication, including web-based reports. After receiving a report of suspected trafficking, the call specialists respond by submitting requests for follow-up to law enforcement, other government agencies, or other service providers. Often A21 operated Hotlines conduct extensive follow-up before submitting a referral. Call specialists combine subject matter and technical expertise with knowledge of the specificities of local services and referral pathways, ensuring that every report is met with an appropriate response and action. Hotlines also foster cross-sector working and cooperation, bringing together different entities including government, law enforcement and NGOs to facilitate a holistic approach to tackling human trafficking and other inter-related crimes. In this way, Hotlines rely on strong partnerships and collaboration with key stakeholders and partner organisations to be able to quickly and effectively refer cases when needed to the appropriate authorities.

Child Advocacy Centres

Child Advocacy Centres (CAC) (or Children's Advocacy Centres) and the ideas and methodologies embodied at CACs, are a fairly new concept that arose in the mid-1980s in the United States as the need to coordinate responses in child abuse cases quickly became apparent.¹ Since then, CACs have become the standard for best practices in the United States and around the world in responding to a child's disclosure of abuse, including human trafficking and other exploitation. CACs often serve a dual function by invoking the investigatory response to child exploitation through child forensic interviews and multidisciplinary team meetings (MDT), as well as to house aftercare

services specific to children. Child forensic interviews are a fairly new concept introduced in the last quarter of the 20th century in response to research reflecting the best way to elicit accurate information from children about traumatic abuse they have experienced.² MDTs within the context of a CAC gathers a 'group of professionals from specific, distinct disciplines that collaborates from the point of report [of abuse] and throughout a child and family's involvement with the CAC' in order to reduce trauma and coordinate services that will best serve the child.³ Prior to the creation of the CAC and the MDT, abused children would be interviewed on multiple occasions by various professionals individually such as law enforcement for purposes of criminal investigation, medical personnel for medical purposes, child protective services for social services reasons, etc., resulting in one child being interviewed on multiple occasions, invariably about the same issue. Moreover, prior to the creation of the CAC and MDT, the professionals did not share information about their particular role, which ultimately resulted in duplicating efforts, miscommunication, and constant re-traumatisation of the child-survivors. CACs revolutionised the response of professionals to child abuse through the use of recorded child forensic interviews and the creation of a Multidisciplinary Team approach to an allegation of child exploitation. While the resources to support a CAC differs by country, and even regions within that country, A21 attempts to mimic the model CAC to the best of the available resources, and in accordance with the applicable laws within that country. A21 strategically opens CACs in its locations where there is a demonstrable need for child-specific services. A21 administers its relevant Aftercare program for child-survivors, in its CACs.

Legal Assistance

Legal Assistance at A21 either involves direct 'Legal Representation' or 'Legal Assistance Coordination' to survivors enrolled in A21's Aftercare program. A21 seeks to provide holistic care to survivors of trafficking. Understanding that healing is multi-faceted, supporting survivors to obtain justice against their traffickers is a key component to the recovery of survivors of trafficking. In addition to providing a sense of justice to survivors, the arrest and subsequent successful prosecution of their traffickers can provide survivors with comfort against the fear of re-trafficking or retaliation by that trafficker. A number of survivors receiving direct services from A21 often have corresponding criminal prosecutions where they are the named victim-witnesses in prosecutions against their traffickers. In these cases, the survivors' preliminary statements comprise a significant basis for the initial arrest of the trafficker, and their later in-court testimony is often crucial to the success of the prosecution. The complexities of human trafficking generally, as often reflected in the dynamics between trafficker and the victimised, the lack of understanding about the

practical outworking of human trafficking in the legal system, as well as the necessary burden of proof in such prosecutions, often result in traffickers either not being prosecuted, or in failed prosecutions. To address this gap, and in furtherance of obtaining justice on behalf of survivors enrolled in A21's Aftercare program, A21 may provide survivors with legal representation in the form of a 'victim's attorney' who represents the survivor's interests⁴ in criminal prosecution. In these cases, A21's attorney works directly with the survivor, with the support of A21 staff to ensure that survivors are prepared in all aspects to provide the court with their testimony. A21 also contracts attorneys for civil legal representation when needed to assist in civil matters such as family law or immigration.

Legal Assistance Coordination services provided by A21 ranges from coordinating legal services with a local pro bono legal provider either in the criminal proceeding as a victim's attorney, or more often civil proceedings. In this type of assistance, A21 staff assists the survivor and pro bono attorney as needed to support the survivor's legal position in court. Assistance can range from submitting an affidavit in support of an immigration application to accompanying survivors

to civil court hearings to demonstrate the existence of a survivor's support network. Legal Assistance Coordination services also includes cases where A21 serves as an advocate on behalf of the survivor in a criminal prosecution against the trafficker. In these cases, A21 staff ensures that the survivor is sufficiently resourced and supported both materially and psychologically to walk through the court process, including but not limited to providing basic needs, transportation to the courthouse, court appropriate attire, and in-court support. Where possible, A21 provides survivors with the necessary professional therapy services as support throughout the prosecution, including in preparation for their in-court testimony and post-court debriefing. At times when survivors in A21's Aftercare program may potentially face criminal liability for acts coerced by the trafficker or be considered only a witness rather than a victim under the law, A21 works directly with the survivor and law enforcement to clarify facts and provide evidentiary proof so that the survivor can be treated as a named-victim under the law. On occasion in response to official inquiry from the court, A21 has testified in a quasi-expert capacity on human trafficking generally.

¹ National Children's Advocacy Center, (2021) History, <https://www.nationalcac.org/history/> (last visited June 4, 2021).

² Newlin, et. al., (2015) Child Forensic Interviewing: Best Practices, U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention, at 2 (September 2015).

³ National Children's Alliance, Standard for Accredited Members, at 12, 2017 Ed..

⁴ When discussing legal cases, 'victim' rather than 'survivor' is used at times to reflect the language in the legal proceeding.

RESTORE – Survivor Aftercare

A21 Restore offers a trauma-informed, survivor-centred aftercare program to survivors of human trafficking in Bulgaria, Cambodia, Greece, South Africa, Thailand, Ukraine, and the United States. A21’s Aftercare program focuses on outworking its strategy in the survivor’s community, and engaging local services as the primary avenue of support for survivor’s successful reintegration into the community. The ‘Restore’ operational strategy embodies all of A21’s aftercare programs which aim to assist survivors in achieving restoration, reintegration into their community, and independence by providing comprehensive individualised services, including case management, medical, dental and psychological treatment, accommodation, domestic and international relocation and repatriation, education and employment support, and financial assistance. A21 defines restoration as a survivor exhibiting low vulnerability to the risk of re-victimisation. Through the provision of holistic aftercare services, survivors within A21’s Aftercare program are empowered to live independently, having addressed over time and with assistance, the factors that made them vulnerable to trafficking, thus reducing the likelihood of re-victimisation. A21’s global Restore caseworker teams are staffed by qualified social workers, psychologists, and other allied health professionals, who offer case management and support survivors in their journey to restoration and independence. Psychological assessment and therapy is provided to survivors primarily through external psychologists and psychiatrists within the public and private health sector to those who wish to engage in mental health services. Various iterations of the following A21 Aftercare programs are outworked in each active ‘Restore’ country.

Survivors are referred to A21’s Aftercare program through A21’s Hotlines and Child Advocacy Centres, local law enforcement and partner organisations. Upon referral, an A21 caseworker conducts a screening interview with the potential victim of trafficking to determine whether the individual has been victimised. Following admittance into the program, survivors receive services according to their needed level of care in A21’s Tiered Aftercare Support model.

Community Model and Freedom Centres

A21 bases its Aftercare program on a community model of service provision that assists survivors to reintegrate safely and independently back into their community utilising local services centralised through A21’s Freedom Centres, a drop-in day centre, which serve as the primary

avenue for survivors to receive direct case management support. Freedom Centres offer survivors a safe place to meet with their caseworker, build community with other survivors, and access A21 aftercare services, which may include but are not limited to, Life Programs, job readiness and vocational training, language lessons, tutoring, cooking classes, creative activities, counselling, and access to meals. Freedom Centres are strategically located within close proximity to public transportation for ease of access, and within a close radius of various affordable accommodation, medical and psychological services, educational institutions and employment opportunities, to provide survivors ease of access to essential services and assist in reaching independence.

Tiered Aftercare

A21’s Tiered Aftercare model provides a continuum of trauma-informed aftercare services that adapt to survivors’ specific and unique set of needs, to provide assistance at each stage in the progression to independence. Comprising four levels, the first level offers crisis intervention for survivors in the initial stages following their identification and recovery from trafficking situations. At Level 1, a survivor’s short-term immediate needs are provided for, with support such as a care package, emergency accommodation, medical consultation, psychological assessment, transportation, and relocation or repatriation. Survivors within Level 2 receive practical support tailored to their needs, including remote or face-to-face meetings with an A21 caseworker, an individualised A21 Case Management Plan, the opportunity to participate in A21’s Life Programs, financial assistance for accommodation, living costs, health care and basic needs, ongoing medical, psychological and dental treatment, education and employment support, and legal assistance. Remote case management support is offered to survivors unable to conduct in-person case management meetings, or residing in a distant location from an A21 Freedom Centre or office. Level 3 offers more comprehensive holistic aftercare services that aim to bring a survivor to a place of stability, independent living, and engagement with their community. Level 3 services are provided to survivors who live within close proximity to an A21 Freedom Centre or office to enable more comprehensive support and engagement with the program, and include services offered at Level 2. Level 4 supports survivors transitioning to independent living in the community, and prepares a survivor to graduate and exit from the A21 Aftercare program. Graduation

signifies that a survivor has built the necessary skills and foundation to live independently without further assistance from A21. Following graduation, caseworkers provide follow-up to support and assist in sustained restoration as needed.

Case Management Plans

An individual survivor case management plan is developed for survivors who require aftercare support beyond Level 1 crisis intervention. Case management plans are written by caseworkers, often in collaboration with the survivor, to identify the survivor's unique goals and needs in the areas of accommodation, medical and psychological treatment, employment, education, social support, legal assistance, A21 Life Programs, financial assistance, and relocation and repatriation. A survivor's initial Assessment of Survivor Outcomes (ASO)¹ scores identify their strengths and vulnerabilities and inform their direct service provision needs that are outlined in their initial case management plan. Case management plans are reviewed and updated every six months to ensure that the support being provided is appropriate to the survivor's progress and to take into consideration any changes in circumstances or needs. When a survivor enters Level 4, an Independence Plan is written to review any areas of functioning where a survivor may require additional support to bring them to a place of independence prior to graduating from the program.

Life Programs

A21's Life Programs are a collection of strengths-based, trauma-informed group and individual programs, designed to equip and empower survivors with the knowledge, skills and strategies to overcome trauma and move towards living a life of restoration and independence. Key programs include i) Life Skills - an A21 curriculum developed to provide basic and practical living skills to assist survivors reintegrating into the community; ii) Flourish - a survivor-created peer support program; and iii) Brave Hearts, Strong Minds - an A21 group based program which equips child and adolescent survivors of trafficking and exploitation with strategies to enhance their emotional resilience. Facilitated by A21 caseworkers and peer support coordinators, Life Programs may be completed in person, online, or via phone, individually or in a group setting with other survivors within A21's Aftercare program.

Accommodation

A21 provides various accommodation options to support survivors' unique housing needs. The A21 Home is an emergency shelter that accommodates survivors in the initial months following their identification and recovery. Within the A21 Home, survivors have the opportunity to rest and stabilise while receiving support and assistance 24 hours a day, seven days a week, in planning their next steps and assessing further assistance options. A21 Emergency Accommodation provides survivors with safe short-term temporary accommodation such as hotels and hostels. Finally, A21 Long-Term Accommodation support is offered to survivors through financial rent assistance, or an A21 apartment. A21 apartments are leased by A21 and located within close proximity to a Freedom Centre, providing survivors with safe and stable independent accommodation for up to 12 months to allow them the opportunity to focus on establishing health and wellness, build community, and pursue education and employment pathways to help prepare them for graduating from the A21 Aftercare Program and living independently. For minor survivors within A21's Cambodia operations, if it is determined that it is not safe for the child to return to or remain in their home following their identification as a survivor of trafficking, A21 assists in placing the child in a safe foster care home in collaboration with a partner foster care agency. This prevents placement of minors in long-term sheltered-based care and allows them to experience family-based care. A21 may support the foster care family financially, and provides comprehensive aftercare services to the child according to their identified needs.

A21 Survivor Relocation Services

A21 Survivor Relocation Services (A21 SRS) provides safe transportation for survivors who require domestic and international relocation and repatriation. A21 SRS offers comprehensive services according to identified needs, including any legal assistance required to facilitate a relocation or repatriation, such as procuring identification; safe transportation; suitable accommodation; and referral to partner organisations at their end destination.

¹ The Assessment of Survivor Outcomes (ASO), developed by International Justice Mission (IJM), serves as a tool to measure the progress that survivors of violence (including but not limited to forced labour, commercial sexual exploitation, child sexual assault, and online sexual exploitation of children) make toward restoration. The ASO serves as a case management tool that assists to identify a survivor's areas of strengths and vulnerabilities, enabling caseworkers to develop an individually tailored Survivor Case Management Plan; and as an impact measurement tool that provides data on the effectiveness of aftercare programming by assessing survivor progress. The ASO tool assesses a survivor in six key domains of functioning that are critical to their restoration: Safety, Legal Protection, Mental Wellbeing, Economic Empowerment and Education, Social Support, and Physical Wellbeing. A21 caseworkers complete the ASO at case intake to get a baseline understanding of a survivor's functioning, at case closure to assess whether a survivor has achieved restoration and if they require additional services, and at a 12 month follow-up to identify whether the survivor's restoration is sustained.