UNODC
United Nations Office on Drugs and Crime

COMPENDIUM

OF PROMISING PRACTICES

ON PUBLIC-PRIVATE PARTNERSHIPS TO
PREVENT AND COUNTER TRAFFICKING IN PERSONS

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This publication has been made possible thanks to the financial contribution of the Government of the Federal Republic of Germany.

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OF PROMISING PRACTICES

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Acknowledgements

The publication was drafted by Dr Shavana Haythornthwaite (independent consultant) under the direction of Mirella Dummar-Frahi and Ilias Chatzis and under the guidance of Morgane Nicot and Gabriele Aiello (Human Trafficking and Migrant Smuggling Section) as well as Billy Batware and Anders Frantzen (Civil Society Unit). Within UNODC, inputs were provided by Mukundi Mutasa, Pascale Reinke-Schreiber and Daniela Marta Paredes. UNODC is thankful for the inputs that were also provided by representatives of governments, the private sector and civil society organisations, including through their participation in the REGMs. UNODC is grateful to stakeholders whose work is featured in this publication. The publication was designed by Ford Leland (independent consultant).

Introduction

Trafficking in persons is a serious crime and a violation of human rights that severely impacts the lives of its victims and undermines the security and well-being of societies as a whole. As the 2020 UNODC Global Report on Trafficking in Persons[i] confirms, trafficking in persons is widespread around the world. Whilst the crime is mostly registered as a domestic phenomenon, it also has a transnational nature, where countries can be a country of origin, transit or destination, and sometimes all three at once. Given its magnitude, quantification of the crime can be difficult, particularly given that it also affects most industries and sectors and is connected to other forms of organised crime. For this reason, solutions to address the crime can neither be isolated nor merely involving governments. The complexity of trafficking in persons requires a holistic, coordinated and multi-stakeholder effort that spans geographies and sectors. Public agencies' interventions require a multi-agency approach, but in addition the private sector must actively engage in this fight.

Business leaders and private sector entities have the potential to support enhanced strategic responses to trafficking in persons, both at the national level and internationally. While the public sector leads crime prevention and criminal justice efforts, private sector enterprises can leverage their resources and networks to build sustainable and responsible businesses, raise awareness among employees, partners and clients in their companies, and contribute tools, critical data and instruments to help governments tackle the crime. Civil society and academia can also further complement those efforts by providing unique on-the-ground perspectives, highlighting the needs of trafficking victims, as well as developing rigorous research on the matter.

Examples of how public-private partnerships can be effective in sustaining these efforts are multi-pronged. For instance, private sector companies have at their disposal a wide range of technological tools that can be used to support governments' anti-trafficking efforts. Private companies have the capacity to identify and address cases of trafficking and exploitation in their supply chain. In that regard, the public sector might acquire new skills and additional knowledge on sustainable procurement processes, how companies identify and manage risks and the multiple forms that trafficking can take. Finally, public-private partnerships can significantly facilitate investigations to trace the financial gains or organised criminal activities such as those involving trafficking in persons.

The United Nations Office on Drugs and Crime (UNODC) is the guardian of the United Nations Convention against Transnational Organized Crime (UNTOC) and its supplementing Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children (Trafficking in Persons Protocol), and Protocol against the Smuggling of Migrants by Land, Sea and Air (Smuggling of Migrants Protocol). Through a series of Resolutions issued by the General Assembly, the ECOSOC/Crime Prevention and Criminal Justice Commission, the Security Council and the UNTOC Conference of the Parties (COP), UNODC has been mandated to provide technical assistance to member States upon request following the ratification and implementation of the UNTOC and its Protocols.

As outlined in Article 32 of the Convention, the UNTOC COP was established to improve the capacity of States Parties to combat transnational organised crime and to promote and review the implementation of the Convention. Mechanisms for achieving these objectives include cooperating with relevant

international and regional non-governmental organisations. Pursuit of these objectives include cooperation with relevant non-governmental stakeholders. At its ninth session held in Vienna from 15 to 19 October 2018, the UNTOC COP adopted resolution 9/1, entitled 'Establishment of the Mechanism for the Review of the Implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto'. In Operational Paragraph 53, member States made a commitment to promoting fruitful engagement with relevant stakeholders, including non-governmental organisations, the private sector and academia, in countering organised crime.

In addition, the UNTOC COP, at its tenth session, adopted resolution 10/3 on the 'Effective implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime'.[ii] This resolution emphasised the significance of PPPs in combatting the crime.

There are also numerous recommendations by the Working Groups[iii] of the UNTOC COP and resolutions of the Commission on Crime Prevention and Criminal Justice[iv], which focus on strengthening partnerships with the private sector in order to effectively combat trafficking for labour exploitation.

In implementing the Trafficking in Persons Protocol, the UNTOC COP's mandate includes efforts to provide guidance, for example through instruments of mechanisms, and promising practices on strengthening Public-Private Partnerships (PPPs) to counter trafficking in persons. This Compendium is a reflection of these efforts and also aims to contribute to fulfilling the four main purposes of the Trafficking in Persons Protocol as identified in its article 2, namely:

(a) to prevent trafficking in persons, paying particular attention to women and children;
(b) to prosecute those responsible for trafficking in persons;
(c) to protect and assist the victims of such trafficking, with full respect for their human rights; and
(d) to promote cooperation among States Parties in order to meet those objectives.

The UNODC 'PPP Project'

In 2020, the UNODC, with support and funding from the Government of Germany, initiated the project **'Public-Private Partnerships: Fostering Engagement with the Private Sector on the Implementation of the UN Convention against Transnational Organized Crime (UNTOC) and its Trafficking in Persons Protocol' ('PPP Project')**. This PPP Project aims to improve effective partnership between the public and private sectors with a view to better assisting member States in their implementation of the UNTOC and its Trafficking in Persons Protocol.

The main aim of Phase one of the PPP Project was to improve effective partnerships between the public and the private sectors with a view to assisting Member States in their implementation of the UNTOC and its Trafficking in Persons Protocol. The main outcomes were to organise Regional Expert Group Meetings (REGMs) on fostering cooperation between the Public and Private sector to counter Trafficking in Persons and to create a Compendium of Promising Practices on Public-Private Partnerships (PPPs) to Counter Trafficking in Persons ('the Compendium'). The content of the Compendium would be informed by knowledge exchange and consultation undertaken during four REGMs, each focusing on a selected geographical region, namely Southeast Europe, the Americas, Africa and Asia.

The REGMs

Each REGM was held virtually and centred more specifically on the following regions:

- Southeast Europe (held in September 2020)
- Mexico, Central America and the Caribbean (held in December 2020)
- Asia-Pacific (held in March 2021)
- Africa (held in June 2021)

The REGMs involved exchange with leading public and private sector stakeholders who had a vested interest in countering trafficking in persons. They provided an opportunity to increase the participants' substantive knowledge base around the UNTOC, the Trafficking in Persons Protocol and their implementation Review Mechanism. The REGMs also sought to enhance understanding on how partnerships with the private sector could assist member States in their implementation of the UNTOC and its Trafficking in Persons Protocol. In addition, they provided an opportunity to gather insights, which have been included in this Compendium.

The REGMs gathered stakeholders of origin, transit and destination countries from the various world regions. Relevant representatives derived from governments, the private sector, as well as relevant civil society and academia, and all had a vested interest in addressing organised crime, particularly trafficking in persons, through fostering PPPs. In order to facilitate focused, constructive, solution-oriented and critical discussions, the participants were expected to analyse the current challenges, exchange good practices and share experiences on new trends in addressing organised crime, particularly countering trafficking in persons at the country and/or regional level. The REGMs had a specific focus on PPPs as they related to countering trafficking in persons from within the **supply chain, financial and technology sectors**.

REGMs objectives included supporting a coordinated response to counter the trafficking of persons in the regions, which would help with the implementation of the UNTOC and its Trafficking in Persons Protocol. The REGMs identified effective methods and good practices to combat trafficking in persons through the creation of PPPs. They involved the exchange of experiences and expertise amongst PPP practitioners, international and regional organisations, as well as foster strategic partnerships, which would facilitate the prevention of trafficking in persons, prosecution of trafficking in persons perpetrators, as well as the protection of trafficking victims. The meetings provided a structured and moderated platform enabling holistic and comprehensive policy discussions between public entities, private entities and civil society.

This Compendium and How to Use It

This Compendium is aimed at building bridges between public authorities and the private sector to promote coherent and coordinated strategies to prevent and counter trafficking in persons. It presents insights gained from the REGMs discussions, provides examples of promising practices and recommend strategies and action points on how to create PPPs in order to strengthen multi-stakeholder responses to trafficking in persons. All the content within this Compendium has derived either from the REGMs, additional UNODC stakeholder and expert consultations or PPP information available in the public domain. It is hoped that this Compendium will encourage and assist private sector entities, policymakers, law enforcement officers, judges, prosecutors, labour inspectors and other relevant public bodies as well as civil society and academia to effectively work together to prevent and combat the crime.

The Compendium is therefore structured to serve a three-fold purpose:

1. It provides an overview on the risks of human trafficking across the private sector generally – as well as risks within the supply chain and in the financial and technology sectors - and how PPPs can help to prevent and mitigate those risks.
2. It presents stand-alone parts focused on the supply chain, the technology sector and the financial sector, which include promising practices.
3. It proposes practical guidance for the public and private sectors on how they could effectively form and shape partnerships with one another to counter trafficking in persons.

Each thematic part of the Compendium has been structured so that it can be consulted independently of the others. Users who have an interest in a particular aspect of the topic can therefore refer to the corresponding part that is of relevance. Cross references have been provided throughout to direct users to other sections that may be relevant.

Where possible, online sources are indicated so that users can either consult the complete text of documents referred to or find further information on a given topic. The full text of the UNTOC, the Trafficking in Persons Protocol and a glossary of the key terms used throughout this Compendium are included in the annexes.

Icon Table

Throughout this Compendium, the following icons are used to assist in the navigation of the document:

MORE INFO

This icon signifies sections with additional information.

PRACTICAL INFO

This icon provides guidance and model documents that can help with collaboration between the public and private sectors.

TIPS

This icon provides quick practical hints and tips to facilitate the creation and sustainability of PPPs.

LESSONS LEARNT

This icon provides general insights from case studies and scenarios that have allowed for useful information on the lessons to be learnt when creating PPPs to prevent and counter trafficking in persons.

PROMISING PRACTICE

This icon indicates specific real-life promising practices from around the globe that reflect successful PPPs to prevent and counter trafficking in persons.

Selected Keywords

Public-Private Partnerships (PPPs):
PPPs are a way to counter trafficking in persons through a coherent and collaborative endeavour between governments, the private sector and relevant civil society organisations. In doing so, these actors leverage resources, expertise and/or market efforts to create significant positive impact and sustainable effects in reducing human trafficking. PPPs can consist of a mix of two or more public and private entities working together and/or striving for specific goals as part of the overarching aims of preventing and addressing trafficking in persons in line with the UNTOC and its Trafficking in Persons Protocol.

Trafficking in Persons:
Article 3, paragraph (a) of the Trafficking in Persons[v] defines trafficking in persons as the recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal of organs.

Forced Labour:
According to article 2 of the Convention Concerning Forced and Compulsory Labour[vi], forced or compulsory labour is defined as "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."

Financial Supervision:
Financial supervision relates to the activities in three main lines of business, namely that of banks, insurance companies and securities traded on financial markets.[vii] (…) Traditionally, one distinguishes prudential supervision, aimed at safeguarding the solvency of financial institutions and, as a consequence, their ability to honour their promises to depositors or policy holders, from conduct of business supervision, which is aimed at ensuring honest dealing both in the markets and in individual contacts with investors.'[viii]

Financial Intelligence Unit (FIU):
The core function of an FIU is the receipt, processing, analysis and transmitting of reports of suspicions identified and filed by the private sector, in particular by financial institutions, that often provide the basis for investigations into money-laundering, terrorist financing activities and other serious offences. The FIUs therefore function as an intermediary between the private entities, subject to Anti-Money Laundering and Counter-Terrorist Financing obligations, and law enforcement agencies.[ix]

Blockchain technology:
Blockchain technology is a self-sufficient decentralised ledger. It is a distributed peer-to-peer linked structure, which has inherent attributes such as transparency, robustness, auditability and security.[x]

Artificial Intelligence:
The theory and development of computer systems able to perform tasks normally requiring human intelligence, such as visual perception, speech recognition, decision-making, and translation between languages.[xi]

part

01

UNDERSTANDING PUBLIC-PRIVATE PARTNERSHIPS **TO PREVENT AND COUNTER TRAFFICKING IN PERSONS**

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Governments and public entities have numerous roles and responsibilities when it comes to addressing organised crime - including human trafficking - and to protect the public. The private sector, too, plays a key role in those connected efforts. It is therefore crucial to analyse why strategic partnerships between the public and private sectors represent a fundamental component to the process of implementing the UNTOC and its Trafficking in Persons Protocol, thus moving closer to combatting the crime.

1.1. *The Interplay between the Private Sector and Trafficking in Persons*

Through its work at global, regional and national levels, UNODC provides support to Member States in reaching their Targets under the various SDGs. Through building partnerships and enhancing cooperation with CSOs, among other stakeholders, UNODC facilitates the exchange of knowledge, data and best practices to enable wide-ranging discussions for the advancement of the 2030 Agenda for Sustainable Development.

a) The Root Causes of Trafficking in Persons

There are a multitude of root causes of human trafficking and these vary depending on the country in question. Factors driving the crime can be of a social, economic, cultural or even security or political nature, which are unique to the geographical location in which it occurs. As complex as it is, there are also some general issues that are common to the various manifestations of the crime, such as the exploitation of people on the move as a result of conflict, poverty and/or lack of economic opportunities, etc. The international and internal displacement of people make them particularly vulnerable to trafficking. These contextual issues are seen as 'push' factors, but there are also factors such as wealth and hopes of economic prosperity that 'pull' individuals into the hands of traffickers.

With these root causes in mind, the business landscape can then be fertile ground for human trafficking, where victims are drawn into the control of traffickers in the hope to gain some form of employment. The private sector, as a whole, is made up of extremely diverse actors, which depending on the industry, could be situated at very different points in the supply chain from one another. For example, the procurement department of a technology company could potentially facilitate trafficking in a very different way to the factory manager of a garment company. Trafficking in persons can therefore occur in any part of the supply chain, as well as in any sector, even the financial and technology sectors, as will be later discussed.

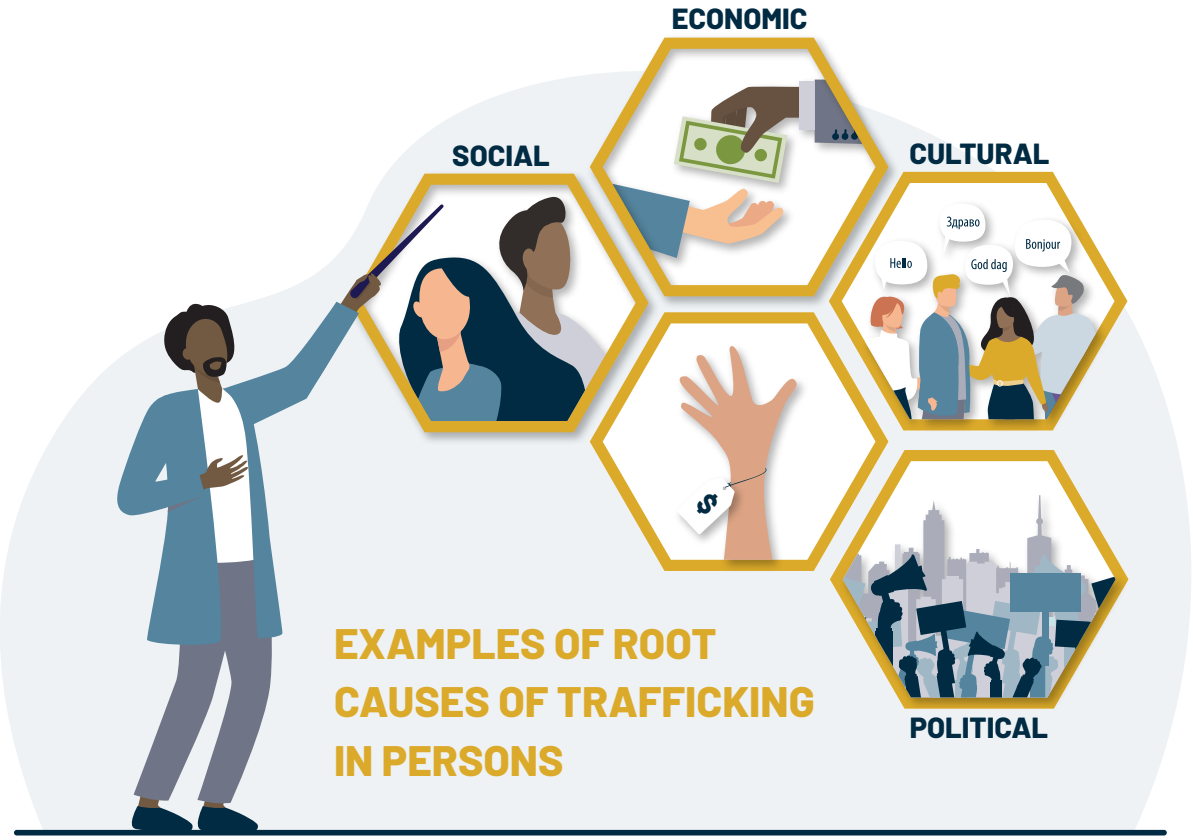
Generally speaking, most companies are increasingly coming to terms with the growing global demand for inexpensive commodities and services. This can often lead to the exploitation of staff or workers under various contractual obligations. In countries or territories where there is the availability of low-priced labour, wages typically fall below the level of subsistence.

The International Labour Organization (ILO) has emphasised that poor wages and a poor working environment allow forced labour to flourish.[xii] It is this demand for cheap labour that has been demonstrated as one of the root causes for human trafficking in recent times.[xiii] The ILO has also identified three levels of demand[xiv] impacting on the incidence of trafficking in persons:

- Employer demand, including employers, owners, managers or sub-contractors.
- Client demand – often seen in the sex industry; with corporate buyers in manufacturing and domestic work.
- Third parties, such as recruiters, agents, transporters and others who knowingly move persons for exploitative reasons.

The private sector has a significant role to play in all three levels of demand, whether as an employer, intermediary or a buyer.

Global competition and unequal power dynamics between market actors within the supply chain further greatly contribute to poor working conditions and the consequent decline leading to the trafficking in persons. The online world, which epitomises globalization, has facilitated the activities of human trafficking networks, as traffickers are able to, more easily, recruit victims through practices such as false job advertisements for global companies abroad. Illicit financial flows also facilitate the crime.[xv]



b) Private Companies as Direct or Indirect Enablers of Trafficking in Persons

Private companies can be both directly and indirectly complicit in trafficking in persons. Direct complicity will lead to criminal justice sanctions. However, companies may also be indirectly complicit in this crime by enabling a context that provides a fertile ground for human trafficking. These could include, but not limited to:

- Using third party agents to recruit staff, where the company has little control and oversight. These sorts of situations can increase the chances of trafficking in persons.
- Exploiting trafficking victims once they are in the company's supply chain.
- Where the company's products and services have been used as part of the trafficking process (e.g. victims could use airlines, ships, buses, trucks, taxis, or even hotels as part of the trafficking process, unbeknown to these transportation or hospitality companies).
- Allowing the use of internet platforms to facilitate trafficking in persons.
- Where financial institutions do not identify and report suspicious transactions and financial flows that stem from trafficking in persons.

Theoretically, trafficking in persons can occur in any business sector, but many studies and assessments have identified specific sectors where human trafficking is particularly rife. Some of the most vulnerable sectors include hospitality, transportation, agriculture, construction, food processes, garments/ textiles, fashion, sex industry and recruitment.[xvi]

In addition to issues relating to the supply chain, the proliferation of technology has meant that it is frequently used to organise human trafficking and an increase in illicit monetary transactions has also enabled trafficking in persons. Both the technology and financial sectors are therefore vulnerable sectors that can contribute to the crime. Issues relating to the supply chain, the financial and technology sectors will be focused on in more detail later on in this Compendium, including details on how PPPs within these sectors can help to implement the UNTOC and its Trafficking in Persons Protocol [see Parts 2, 3 and 4 of this Compendium].

As a result, multi-stakeholder initiatives, such as the one indicated below have been created to tackle the susceptibility of the recruitment sector to allow for, and even facilitate, trafficking in persons. Nonetheless, closer partnerships are required to address the complexities of trafficking in persons within the supply chain. This will be explored in our section on PPPs and supply chains later on in this compendium.

c) Evolving Legal Obligations for the Private Sector

Given the significant risks of human trafficking across a wide variety of industries, the private sector should do everything in their capacity to ensure that it does not take place. This involves undertaking extensive due diligence to mitigate the risk of human trafficking.

The UNTOC and its Trafficking in Persons Protocol oblige Member States to ensure the prevention and combatting of cases of trafficking in persons. However, this responsibility is also reflected in a growing number of national, regional, and other international legal instruments, as well as industry standards, around the world. Although these legal instruments are not identical in nature and content to the UNTOC and its Trafficking in Persons Protocol, they emphasise the same message about the role of the private sector in fulfilling their obligations to counter human trafficking from within their supply chain. Broadly speaking, these evolving legal obligations outline behaviours that companies must integrate in order to ensure that human rights are being respected, and practices such as the trafficking in persons are being eradicated from their business processes, operations and transactions.

MORE INFO

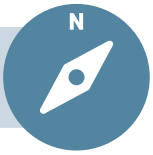
Due Diligence to Address Trafficking in Persons

Due diligence requires companies to systematically integrate into their processes and operations practices that identify, prevent, mitigate and explain how they address and manage human trafficking risks and their impacts. Countries such as Germany are taking important steps to create legislative due diligence requirements, as per their Supply Chain Due Diligence Act. In general, companies should:

- Analyse all risks and impacts that create possibilities for human trafficking to take place throughout their operations.
- Ensure that the results are translated into real next steps that prevent and mitigate the risk of trafficking in persons.
- Monitor and adjust responses as necessary.
- Make sure the results of risk and impact assessments as they relate to the trafficking in persons are communicated at all levels of the company.

Due diligence requires companies to fully understand the risk of trafficking. They should comprehend how their operations and functions facilitate trafficking and subsequent victimisation of rights holders. This involves a thorough understanding of the risks within a supply chain, but also through other commercial relationships. Due diligence also involves prompt reporting of high trafficking risks to relevant public agencies. Partnerships with the public sector are, therefore, a valuable way of achieving this and can expedite the process of implementing the UNTOC and its Trafficking in Persons Protocol.

KEY ISSUES FOR THE PRIVATE SECTOR



The following are key issues that represent some of the legal obligations of the private sector to address human trafficking within their operations.

RESPECT HUMAN RIGHTS[xvii]

This represents the business's responsibility to respect human rights in line with the UN Guiding Principles of Business and Human Rights.

PREVENT, MITIGATE AND REMEDIATE HUMAN RIGHTS RISKS

Prior to the commencement of any project or operation, organisations must assess risks and mitigate them. The UN Guiding Principles, as well as the UN Principles on Responsible Contracts provide for such practices.

POLICY COMMITMENTS

Organisations must create and implement internal and external-facing policies at the local and group level, which reflect an active approach to mitigating human trafficking risks within their supply chains and operations.

DUE DILIGENCE

Due diligence requires companies to systematically integrate into their processes and operations practices that identify, prevent, mitigate and explain how they address and manage human trafficking risks and their impacts [see due diligence info box on previous page].

GRIEVANCE MECHANISMS FOR VICTIMS

Often this is a neglected part of the human rights compliance of private sector, but as per the UN Guiding Principles, all businesses must ensure there are internal grievance mechanisms in place for victims of human rights violations.

PROTECTION OF MIGRANT WORKERS[xviii]

The Convention on the Rights of All Migrant Workers and Members of Their Families provides protection for the same with contexts such as human trafficking in mind. Obligations stemming from the EU Employers' Sanctions Directive also exist which provides for minimum standards on sanctions and measures against employers of illegally staying third-country nationals.

REPORTING OBLIGATIONS

There are obligations within national jurisdictions that require companies to report their human trafficking risk mitigation strategies. For example, there are requirements around submitting statements concerning practices related to human trafficking in countries such as the UK, Australia, France etc.

TRANSPARENCY IN SUPPLY CHAINS

This relates to the aforementioned acts relating to human trafficking, but also other legislation such as the California Transparency in Supply Chains Act.

PREVENT ILLICIT FINANCIAL FLOWS

The financial sector has an obligation to prevent financial transactions that stem from human trafficking and other illicit activities of organised crime. These are often linked to Anti-Money Laundering and Counter-Terrorist Financing frameworks, but are slowly focusing on human trafficking alone in order to effectively address the crime. See for example, the work of various task forces around the world such as SAMLIT.

DETECT AND DISRUPT ACTIVITY ON SOCIAL MEDIA AND INTERNET PLATFORMS[xx]

The Ruggie Principles apply here, but there are also many child protection measures applicable to technology platforms, such as those coming into play in the UK around Online Harms.

CHAIN LIABILITY

One of the key issues for the private sector to be aware of is chain liability. To deal with the growing problems with the private sector's role in trafficking and forced labour, there is a growing trend for the complicity of the private sector on crimes such as trafficking through chain liability. This means that corporations can be held directly liable for human trafficking and forced labour caused by recruitment or sub-contracting on-the-ground, even where there was no knowledge that this was taking place.

Case Law: Nevsun Resources Ltd v Araya

This is a recent case where the Supreme Court of Canada upheld the Court of Appeal's decision in Nevsun Resources Ltd. v Araya 2020 , affirming that a claim for alleged infringements of domestic tort law and customary international law at an Eritrean mine could continue against its Canadian parent company. This is a landmark decision, as it demonstrates that violations of customary international law can lead to a private cause of action against Canadian multinational corporations. It shows that corporations can be held directly liable for alleged complicity in a foreign subcontractor's use of forced labour abroad.

All in all, the legal framework of private sector obligations to deal with trafficking in persons is vast and ever evolving. For this reason, UNODC supports partnerships as an effective way to help private companies create more robust and sustainable strategies and methods to counter the crime. The next section will go into the way in which PPPs play an increasingly valuable role in the efforts to counter trafficking in persons, in line with the UNTOC and its Trafficking in Persons Protocol, as well as other international, regional and national legal obligations related to trafficking in persons.

1.2. *An Introduction to PPPs*

What are Public-Private Partnerships (PPPs)?

There are various views on what PPPs are and what benefits they can bring. Two of those views are:

- According to the ILO, '[p]ublic-private partnerships are voluntary and collaborative relationships among various actors in both public (State) and private (non-State) sectors, in which all participants agree to work together to achieve a common goal or undertake specific tasks. Partnerships may serve various purposes, including advancing a cause, to implement normative standards or codes of conduct, or to share and coordinate resources and expertise. They may consist of a specific single activity, or may evolve into a set of actions or even an enduring alliance, building consensus and ownership with each collaborating organisation and its stakeholders. While they vary considerably, such partnerships are typically established as structured cooperative efforts with a sharing of responsibilities as well as expertise, resources and other benefits'. (ILO, 2008)
- The United Nations Fund for International Partnerships states that PPPs have 'public benefits not only from the financial resources but from infrastructure, expertise and the management skills of the private sector. Businesses can align corporate socially responsible activities with global goals so as to work towards a more stable and inclusive world market, embracing (…) global corporate citizenship: advocacy, cooperation on the ground and strategic partnerships.' (Dossal, 2003)

In this Compendium, we view PPPs as a framework for different kinds of collaborations between the public and private sector and taking this general view in mind put forward the following definition:

PPPs are a way to counter trafficking in persons through a coherent and collaborative endeavour between governments, the private sector and relevant civil society organisations. In doing so, these actors leverage resources, expertise and/or market efforts to create significant positive impact and sustainable effects in reducing human trafficking. PPPs can consist of a mix of two or more public and private entities working together and/or striving for specific goals as part of the overarching aims of preventing and addressing trafficking in persons in line with the UNTOC and its Trafficking in Persons Protocol.

PPPs should, thus, not be viewed as a rigid model and public and private sector stakeholders should try to think innovatively and strategically when designing PPPs to address human trafficking. PPPs should be tailored to local dynamics such as cultures and security situations.

Why are PPP's Important?

The multifaceted nature of human trafficking has allowed for an increasing awareness that PPPs can play a key part in countering trafficking in persons. The recognition that governments and public agencies cannot address human trafficking alone has contributed to the growing need to cooperate more closely with the private sector. PPPs allow entities within the public spheres to address human trafficking through having access to unconventional means, skills and market-based approaches that the private sector possess, and of which in this context can allow for outcome sustainability and greater positive impacts. PPPs can be used strategically to access the resources of a wide array of stakeholders in innovative ways for the prevention of trafficking in persons globally.

To address trafficking in persons, it is also imperative that private sector entities, including the financial and technology sectors, proactively take steps to ensure this crime is not occurring within their supply chain to avoid becoming directly, or even unknowingly and indirectly, complicit in the crime. The legal, commercial, and reputational ramifications of finding human trafficking within a company's operations can be devastating for the organisation and is a practice that private sector should prevent. Given the complex manifestations of human trafficking, collaboration with public agencies and civil society, can be an extremely effective part of a strategy to address human trafficking risks.

PPP Stakeholders

The following table provides a general (non-exhaustive) overview of stakeholders that could have strong experiences and expertise in addressing trafficking in persons and therefore be crucial actors within a PPP.

PUBLIC SECTOR	PRIVATE SECTOR	CIVIL SOCIETY AND ACADEMIA
National law enforcement agencies	Multinational corporations and investors	Individual academics specialising in trafficking in persons
International and regional law enforcement agencies	Small and medium-sized enterprises	Universities and research institutes
Governmental departments and ministries, including labour directorates	Local buyers and suppliers	NGOs
Trade unions	Trade unions	Local, national, regional and international charities
National regulators	Insurance companies	Trafficking survivor centers and groups

PUBLIC SECTOR	PRIVATE SECTOR	CIVIL SOCIETY AND ACADEMIA
Public funders and donors	Private funders and donors	Financial beneficiaries e.g. CSOs
International organizations	Industry organizations	
Criminal justice prosecutors and judges	Labour agencies	Associations of consumers

PPP Roles

ROLE	DESCRIPTION
Convener	The entity that initiates the PPP and convenes relevant stakeholders, such as UNODC's role in this PPP Project.
Implementer	The entity that helps to implement the PPP and achieve its expected outcomes. This involves enhanced PPP commitment and management roles.
Enabler	The entity that enables and supplements the PPP processes and achievement of outcomes through resources/expertise/impartiality.

PPP Models Addressing Trafficking in Persons

MODEL CATEGORY	DESCRIPTION
Global implementation PPPs	These focus on implementation outcomes. They establish platforms consisting of a variety of public and private sector partners to create frameworks for action to address trafficking in persons and facilitate local implementation.
Local implementation PPPs	working together to implement anti-trafficking projects in specific geographical regions or locations and encourage behaviour change of local target groups to prevent the trafficking in persons.

MODEL CATEGORY	DESCRIPTION
Corporate Social Responsibility (CSR) initiatives	CSR-focused PPPs are intended to change corporate behaviour by anchoring private sector commitments towards countering trafficking in persons within a company and/or more widely across a sector via self-regulation. Often these involve internal private sector initiatives but can still be part of collaborations between the public and private sector.
Advocacy campaigns	These could involve collaborative campaigns involving the public and private sectors together to facilitate behaviour change in a certain target group, such as an industry, and can be strategised in a way that focuses on addressing human trafficking.
Resources mobilization PPPs	Here, PPPs would involve sharing resources within a partnership to provide resources or to mobilise external resources to enable the countering of trafficking in persons.
Information sharing PPPs	These involve public agencies gathering crucial data from the private sector to clamp down on organised criminal gangs that traffic persons, help to secure convictions and to protect victims. They could in turn involve public agencies securely providing information to the private sector on how they can mitigate trafficking risks within their supply chain.
Innovation PPPs	Innovation partnerships enable outcomes. Governments could utilise the expertise of business partners to develop and implement innovative products and services that can often creatively address trafficking in persons.
Policy development PPPs	Here, the PPP is not necessarily focused on the contractual nature of collaboration but that public and private sectors coordinate to focus on achieving the same policy goals related to addressing human trafficking.

Some of these models are partially based on the general framework used by the UN for their partnerships with business, as well as the results deriving from this PPP Project.[xxii]

1.3. *Maximising PPP Success and Overcoming Challenges*

Whilst PPPs can be instrumental to fighting human trafficking, there are many challenges that may hamper the establishment and functioning of successful PPPs. This section provides some general background information on these challenges and some tips on how to overcome them to maximise the success of PPPs.

a) Selecting the Right Partners

Often PPPs are not as effective as they can be due to weak stakeholder mapping. For strong partnerships, organisations should integrate partnership development, alongside a corresponding mechanism, to scan for the right partners within the relevant sector. From the public sector's perspective, whilst some situations might benefit from partnering with general industry players, often there will be instances that will require a PPP to achieve a specific anti-human trafficking objective. This will require a more tailored partner selection to avoid it becoming a general multi-stakeholder initiative and to ensure the potential private sector partners have the resources and expertise to fulfil anti-trafficking outcomes. Generally, both public and private sectors will not want to be part of a PPP where their reputation may be damaged and therefore a thorough process of partner selection is crucial.

LESSONS LEARNT

Some existing PPPs have shown that where the right partners were not selected, the PPP partners lacked motivation and viewed the PPP either as a box-ticking or branding exercise. Whilst effective PPPs can help to boost the reputation of partners, they should not be the sole reason to become a PPP partner. Other lessons learnt include picking partners with the contextual expertise to enhance the impacts of the PPP in the local communities.

TIPS: Selecting the Right Partners

- Create a stakeholder mapping tool that maps entities working on anti-trafficking issues. This is also useful in determining the situations where PPPs would be vital for addressing trafficking in persons.
- Conduct a stakeholder analysis to understand the different pressures, needs, motives and political context of potential partner, business or sector prior to selecting them for the establishment of a PPP.
- Try to understand how the agency, company or sector of focus sees the specific trafficking issue that you are trying to address.
- Understand your own position with respect to the prospective partner. For example, do variations in geographical location make it harder for you to engage? What incentives exist to ensure reciprocal engagement with the business? (see section (c) below)
- Ensure there is buy-in and leadership from private sector stakeholders at the organisational level.
- Organisations should critically assess whether certain partnerships will reflect their normative mission and functional capacity, selecting the right partners accordingly. PPP visibility should not be a priority, but rather, adherence to outcomes that counter trafficking in persons.
- A short exchange program at the focus company could help to sensitise public agency staff to 'business culture', facilitating the implementation of the PPP and enable success impacts.
- Selecting partners that share the same ethos and have a high degree of integrity is important. Spend some time before a PPP is initiated to get to know prospective partners in order to build trust and strong relationships. This strong foundation of trust and integrity at the very beginning of even developing an idea can go a long way to ensuring the PPP is a success.
- Governments should not just view large multinational companies as potential partners, but also look to collaborating with SMEs, who may be more valuable due to working in the lower tiers of the supply chain.

PROMISING PRACTICE 1

The Interactive Map for Business of Anti-human Trafficking Organisations

This is a PPP involving the Global Business Coalition Against Trafficking, the Responsible and Ethical Private Sector Coalition against Trafficking (RESPECT) Initiative and led by the Global Initiative Against Transnational Organized Crime and the UN Global Compact with support from Alliance 8.7 as well as the ILO Global Business Network on Forced Labour and Human Trafficking. This Interactive Map includes information on the organisations that work with the business sector to combat human trafficking and related conducts. It is a resource for companies to navigate emerging partners, to improve coordination when addressing human trafficking and a baseline from which existing and newly formed initiatives can move forward to prevent and counter the crime.[xxiii]

Benefits and Risks of Partnering with Different Stakeholders

(This List is Non-Exhaustive)

TYPE OF PARTNER	BENEFIT	RISK
Multinational Companies (MNCs)	operational and financial resources. They also have wide reach within supply chains and would thus expand the global scope of reducing the trafficking in persons. They are subject to greater regulation and generally ensure more transparency from commercial documentation, as well as greater media attention to highlight the trafficking issue.	There may be increased reputational risks for the public agency partner given the wider reach in terms of geography, scale and impacts of partnership. The MNC may also be focused on branding and commercial issues.
Small and Medium-sized Enterprises (SMEs)	SMEs allow for much more localised, contextual and on-the-ground expertise and perspectives to reduce the risk or incidence of trafficking in persons and assist trafficking victims.	SMEs may not have sufficient resources to engage fully within a PPP. Given the limited resources, transactions costs may be high and there must be increased benefits for the SME's core business.
Law Enforcement Agencies	Law enforcement agencies are at the forefront of addressing human trafficking and can be instrumental partners in tracking perpetrators and rescuing victims.	The nature of investigations means that law enforcement agents have a difficult balance to achieve between cooperating effectively with partners in a PPP whilst ensuring the utmost confidentiality around their investigations.
Civil Society and Academia	NGOs will have in-depth knowledge and expertise on how to deal with specific human trafficking issues. Often, they have close engagement with victims and can help to protect them. Academics work from a position of strong intellectual rigour and will have in-depth scholarly and evidence-based expertise.	NGOs may have funding obstacles, including bureaucratic pressures from donors. Academics may have institutional and individual limitations on how much of their intellectual property they can share. Academic work may not always be of an applied nature and therefore not translate into real-world situations easily.

b) PPP Leadership and Governance

PPPs require leadership in order to facilitate strategic engagement between the various actors involved. There must be strong coordination to ensure effective and secure information sharing, as well as preventing non-active partners. In addition, a strong governance framework within a partnership is vital to identify who will be actively involved and the weighting of such involvement. Challenges relating to governance within PPPs in general stem from poor positioning, opaque decision-making and miscommunication. These pose issues around resource allocation, expectation management, membership and representation.

LESSONS LEARNT

Although leadership is essential within a PPP, a lesson to be learnt from an assessment of existing PPPs was to ensure that any leadership remained impartial and sensitive to cross-cultural issues between the public and private sector. It was imperative that any governing body did not prioritise the needs of one partner over another. Where good governance principles such as fairness, transparency and accountability were not practiced and laid out from the outset, there were problems in the effectiveness of the PPP and collaboration between partners.

TIPS: PPP Leadership and Governance

- Create a Memorandum of Understanding (MOU) between two or more partners. Where the PPP concerns a multi-stakeholder partnership, a more complex governance arrangement may be required. Either way, create these types of agreements from the outset. See section 1.4 for a UNODC MOU template and further details on the content of these sorts of agreements.
- Trust between public and private partners is imperative for the success of a PPP. The governance structure of a PPP must therefore be precise, transparent and promote inclusivity and accountability from the very early stages of a PPP.
- Designate a focal point with 'secretariat' functions within a PPP to support identification of priorities, facilitate decision-making and manage cross-institutional collaboration.
- Designate partnership champions from each organisation (both within the public and private sectors) involved in the PPP to formalise processes and systemise relevant behaviours and practices relating to anti-trafficking within their respective organisation.
- Create a roadmap from the outset to set a timeline for implementation and to align everyone's interests. It is important to ensure that the right PPP projects are embarked upon and that there is consensus amongst potential partners. A roadmap can serve to monitor and evaluate and decrease ambiguity within partner relations. It is important to set out a 'roadmap' that provides clear objectives.
- A steering body may be an option as part of the governance structure. It can provide management support, networks and expertise. Steering bodies also allow parties to line up interests, can enhance the legitimacy of a PPP, as well as assist in decision-making processes and ensure that the PPP achieves expected milestones.
- Many complex multi-stakeholder and multi-country alliances base their governance structure around the United Nations system of representation, with a board of voting representatives for the private sector, NGOs, public agencies. Positions are filled on a rotating basis. This type of model means every partner will eventually have a seat at the table. Whilst this is not the only model, to strengthen the governance structure of a PPP, voting may be a key part of its formal procedures.
- Ensure there is continuing support for all partners, particularly to ensure long-term impact from the PPP.

PROMISING PRACTICE 2

Anti-sex Trafficking Champions Council

CivicAction's Anti-Sex Trafficking Champions Council consists of over 25 senior leaders in Canada who have made a commitment to preventing and ending sex trafficking in the region. Members include companies such as Airbnb, Marriott Hotels, Facebook, Uber, amongst others, as well as public bodies such as FINTRAC and various police forces in Canada. This group of professionals have taken a novel approach to fighting sex human trafficking by targeting the most vulnerable demographic in the Greater Toronto Area, young women. Through consultations with experts in law enforcement, non-profits, former victims, media/PR and the corporate sector, an instagram campaign was launched to target young women in the Greater Toronto Area. This campaign was launched on the Instagram account of a local Toronto actress and featured a realistic video exemplifying how people turn to human trafficking in order to make friends and contemporaries of victims identify and report such instances.

LESSONS LEARNT

One of the main lessons learnt from an assessment of some PPPs was that not enough time was spent by partners to understand each other's priorities and context of work, particularly before embarking on the PPP programme. This meant that when conflicting interests arose, the response was reactive, too late and/or not always adequate to alleviate disagreement or facilitate smooth functioning. A proactive approach to dealing with conflicting priorities must therefore be taken and this feeds into the Compendium's earlier section on selecting the right partners. Getting to know prospective partners properly allows for an accurate identification of each other's priorities and can allow partners – if necessary - to conclude that the conflicting priorities just simply cannot be resolved, making them the wrong partner.

c) Conflicting Priorities

Often there is a disconnect between public and private priorities and interests. Each actor from the public and private spheres might have varying express and implied interests and motivations, even if they broadly relate to the issue of human trafficking. These can be interests related to specific sectors; temporal issues; competition issues or the economic investment of the parties concerned. Clarifying interests can take time, but fully comprehending the interests of each party involved is crucial in outlining success and steering the range of interests as situations evolve and situations alter. This is the case with all types of PPP stakeholders, whether they are private actors, community-based actors, law enforcement agencies, NGOs or even trade unions.

TIPS: Conflicting Priorities

- PPPs could potentially fail if some partners are not permitted to get involved in front end discussions. The alignment of priorities and interests is most effective when PPPs are planned, designed and implemented jointly by actors from the outset, not when some parties are brought in at the end of the process of deliberation.
- In addressing trafficking in persons, public sector strategy must look further than simply including the private sector into pre-existing public priorities, but instead, must involve the private sector from as early as preliminary consultations. Private sector entities should be involved in developing areas of focus to mitigate trafficking risks within all of their operations. This can help to establish private sector needs to address trafficking and will better help public agencies to allocate time and resources in each geographical area, on a thematic human trafficking issue or specific sector.
- Where a multi-stakeholder PPP has been created, there may be numerous conflicting priorities and interests. In this case, it is a good idea to assign the role of broker to a particular entity. NGOs and international organisations can be excellent brokers and can help to maintain a platform, organise partners and manage action plans.
- Positioning an idea as a discussion with the partnering sector and co-creating a solution together can be extremely effective. Partners must co-design a PPP structure to meet everyone's needs.
- Time frames can also vary between partners and private sector entities. Therefore, in defining priorities, each participant must be patient and mindful of the other's unique institutional structure that could result in temporal differences.

PROMISING PRACTICE 3

Blue Campaign

Blue Campaign is the US Government's national public awareness campaign, designed to educate the public, law enforcement and other industry partners to recognise the indicators of human trafficking, and proper responses to such cases. Blue Campaign works closely with the Department of Homeland Security (DHS) to create general awareness training and materials for law enforcement and other actors to expose cases of human trafficking, as well as victim identification. Blue Campaign partners with the private sector, NGOs, law enforcement and state/local authorities to enhance public engagement on anti-human trafficking efforts.[xxv]

LESSONS LEARNT

Many of the private sector partners that engaged with UNODC in this project often feel that PPPs are a one-way street, where information and/or resources flows only from a private company to the public agency and not the other way around. This created resentment and frustration, as well as a feeling that private sector was not an equal partner in the PPP. A lesson learnt was that governments should provide more conducive conditions - such as through incentives - for private sector within anti-trafficking PPPs. These could range from financial benefits to ones that will meaningfully help companies combat human trafficking within their operations.

d) Incentives

Although the broader incentive to establish a PPP is to prevent and counter trafficking in persons, a PPP will only succeed if specific incentives exist and are harmonised between the various participating organisations. Public agencies, private companies and NGOs should establish internal incentives to facilitate the creation and subsequent success of PPPs in order to address trafficking in persons. It is hoped that incentivising PPPs to counter trafficking within each type of entity, will embed the use of PPPs within the in-built processes of organisations and eventually incentives may no longer be needed. From the bigger picture's perspective, this means a more in-built approach towards State Parties' implementation of the UNTOC and its Trafficking in Persons Protocol, as well as the compliance of other relevant national and international laws.

TIPS: Incentives

- To encourage more substantive private sector engagement, public agencies could build in a feedback element within a PPP, which has often been seen by the private sector as a strong incentive to participate. Feedback could then be provided to participating private companies in a coordinated, secure and systematic manner that would in turn improve the quality of the information and analysis passed by the private sector and acted upon by state authorities.
- Examples of public agency feedback to the private sector could be in relation to how the data the agency has received has been used and whether it has led to concrete successes such as arrests or victim protection. Public agencies could even provide constructive feedback (such as trafficking indicators or on-the-ground best practice) on what else the company could do to mitigate the risk of trafficking in persons within their supply chain, the type of suspicious financial transactions sought after and fraudulent accounts to report. See later parts of this Compendium for promising practices on incentives from the supply chain, technology and financial sectors.
- Public agencies should integrate incentives into their organisation to facilitate creative and game-changing partnerships focused on addressing trafficking in persons and which utilise the private sector and civil society throughout the planning, development and implementation stages of a project. This can create high-quality impacts and will provide opportunities to identify where risk can be mitigated in supply chains, technological tools and financial services, as well as where technical assistance is needed for all actors involved.
- Where NGOs or academics are looking to partner with the private sector, it is important to continue to develop ideas and provide a clear programme of deliverables for a company, which will be a strong business case for investment.

e) Risk Assessment

PPPs carry with them different kinds of risks, such as financial, strategic, reputational and operational. The PPP creating little or no positive outcomes is also an important risk to be aware of. Depending on the context, PPPs could sometimes exacerbate a trafficking situation if a good assessment of risks have not been undertaken. For this reason, all actors embarking on a PPP must perform risk assessments as part of their due diligence to ensure the establishment of a PPP is feasible.

RISK INDICATORS

The following are some areas that provide indicators to help assess human trafficking risk:

- BUSINESS PROFILE INDICATORS: This could include business patterns such as cash payments, disproportionality between business output and staff levels, the use of shell companies, high risk sectors, unusual activity.
- WORKFORCE PROFILE: This could include the level of labour workforce payment, type of working hours etc.
- VICTIM VISIBILITY: This could be whether workers are always accompanied by someone.
- VICTIM PROFILES: These indicators reflect victim appearances and behaviours, the type of documentation they possess (i.e. no access to passport), their accommodation, indication of control over their work and salary etc.
- JURISDICTIONS IDENTIFIED AS HIGH RISK FOR VICTIMS AND OFFENDERS: This refers to high risk nationalities identified through national and international mechanisms.
- RECRUITMENT PRACTICES: This could include the existence of recruitment fees, intermediaries and signs of debt bondage.

LESSONS LEARNT

A PPP was developed and embarked upon by a number of companies and governments within the Asia region. The aim of the PPP was to help to protect victims, but a thorough assessment of the context in Asia was not undertaken. Companies discovered the trafficking of workers within their supply chain in certain Asia countries and consequently put a halt to the use of certain recruitment agencies in the local context. Some factories were also closed as a result of the process of trafficking occurring and the use of forced labour. As a result, unemployment levels increased in the area causing economic problems and many of the victims were shunned from their communities for not sending money back home. If the social, cultural and political risks had been assessed prior to the forming of a PPP, then a contextual understanding would have led to more appropriate victim protection and fulfil the main objective of the PPP. Not fulfilling this main objective would also lead to reputational risks for the PPP.

TIPS: Risk Assessment

- Ensure that all entities conduct a risk assessment of a PPP before it is embarked upon. This includes looking at contextual , programmatic and institutional risks.
- For more fruitful and impactful PPPs, the public sector should seek to share risks and rewards with private sector partners. In addition, decision-making should be a collaborative process between the public and private sectors, beginning in the planning phase, throughout the implementation of project goals, right through to monitoring and evaluation.
- A PPP strategy and expectations should be agreed and outlined to mitigate risks from the outset through due diligence and properly constructed MOUs.

f) Information Sharing

Information sharing is an important part of a PPP and is essential to addressing trafficking in persons. However, due to the risks involved in allowing data transfers between different entities - particularly where sensitive information is concerned - both the transferors and transferees of that data must be very diligent and careful within the information sharing process. This includes ensuring full compliance with all national and regional data protection laws and regulations.

LESSONS LEARNT

A common challenge within PPPs is data disclosure and exchange. Fear of breaching privacy laws or lack of trust between partners is cited as a reason where PPPs have failed in creating useful interventions or where partner relations is weak. Prior to the commencement of any PPP, potential partners should ensure that there are secure disclosure-enablers in place to ensure that responses can be created promptly, and that public-private cooperation is occurring in the best way it possibly can. This still must be in compliance with data protection laws, but in-depth consultations with, and guidance from, data protection regulators can help to clarify the boundaries, which often provide scope to disclose, if done for a legitimate purpose.

TIPS: Information Sharing

- Ensure that a formal cooperative agreement or protocol is drawn up before any information sharing PPP (and its components) commences. This could be in the form of an MOU (see section 1.4 for more information on MOUs) or a framework agreement that sets common standards. These agreements should intricately govern the exchange of information between private and public partners and will help to build trust.
- Where information-sharing is a major part of the PPP, all partners should instil transparent conditions and a 'safe space' for the data to be shared.
- Both personal data and thematic intelligence should be included within the terms of the agreement for information exchange.
- Information sharing agreements should also include standard processes that resolve interpretation issues.
- Information sharing agreements must ensure the utmost confidentiality and describe how data will remain confidential throughout the exchange process.
- At the foreground of any information sharing agreement must be the protection of victims. Public agencies receiving information from private entities must only proceed with these processes if victim protection and support is guaranteed and no further significant risks to victims will materialise.
- All information being exchanged, retained and stored must be in compliance with relevant data protection and confidentiality legislation.
- The specific process, procedure and means of information exchange must be determined from the outset and should not be done in an ad-hoc manner. For example, a clear share-point could be established between governmental, private sector and civil society actors to improve information exchange to assist in the countering of human trafficking.
- Information sharing agreements should try to avoid being one-sided where possible. For example, often the private sector provides consumer data to law enforcement agencies. PPPs that successfully address trafficking in persons involve public agencies reciprocally providing feedback to the private sector entity, which propels best practice and trafficking risk prevention/mitigation within their supply chain. See Part 3 for promising practices around public sector feedback within the financial sector.

g) Monitoring and Evaluation

Monitoring and evaluation are a crucial part of PPPs. Especially where significant funding has been provided to establish the PPP, monitoring and evaluation allows for an evidence-base that the specific counter-trafficking objective, and the impact of funding in this respect, would not have materialised without such a cooperative framework.

Monitoring and evaluation should be integrated into the life cycle of a PPP in order to ensure it is doing what it set out to achieve and there are prompt notifications when responsibilities are not fulfilled or if the PPP is clearly not working.

TIPS: Monitoring and Evaluation

- Ensure the PPP comprises a monitoring and evaluation framework. Since monitoring and evaluation can be very difficult, especially with large multi-stakeholder PPPs, create and establish a monitoring mechanism (and corresponding metrics) from the outset to be systematically embedded within the PPP. Monitoring and evaluation will be easier and more practically possible where the preferred outcomes of a PPP are decided by all partners before the PPP is initiated. Outcomes should be clear, consensual and delineated from the outset. Outcomes should also be realistic and manageable. Do not create overly ambitious, ambiguous and vague outcomes.
- All PPP budgets should include financial allocation for monitoring and evaluation.
- Focus on the outcomes of the PPP to identify effectiveness, which will allow for PPP-building that can substantially address specific counter-trafficking objectives.
- Do not just monitor the outcomes of the PPP, but the processes and practices of the partnership as well.
- In order to learn from the PPP and whether future PPPs can further the goal to counter trafficking in persons, evaluate the added value of the PPP. Issues to consider are whether the same results could have been obtained with each current partner working on its own and calculating the time spent on the PPP compared to the added benefit of the PPP.
- Ensure data gathering begins before the start of the PPP and continues throughout its life, as well as after, for the most accurate impact assessment.

h) Sustaining and Enhancing the Impact of PPPs

Once an established PPP has proven to address trafficking in persons in a significant manner and in line with the initial PPP goals, it may be a good idea to expand the scope of the partnership or try to extend its life cycle. Many resource obstacles lie in the path of potentially sustainable partnerships, but if a PPP in question is able to effectively prevent trafficking in persons, then partners should attempt to increase its impacts.

LESSONS LEARNT

The speed and agility of the public sector will differ from that of the private sector. Some PPP partners have expressed this as a frustration where other partners may not be working at the same speed as them due to the nature of the structures that their organisation lays within. There should be an understanding through clear communication and expectation management at the outset by all partners of this difference. A strong monitoring and evaluation framework can be contextualised to measure key performance indicators, such as impact and not necessarily differing attributes such as timing.

A number of companies within a particular sector were very passionate about addressing human trafficking and initiated a PPP with a number of law enforcement agencies. However, their aims and objectives were grand, resource-intensive and to be completed within a short timeframe. The PPP was unable to deliver the objectives within the agreed parameters, which led to a lack of motivation from the partners to continue the PPP, as well as an incoherent methodology. Had the companies created a long-term strategy and started with small, realistic and manageable objectives, the PPP could have scaled out organically, as well as attracting additional public and private sector partners to come on board following the successes and achievement of the initial - albeit smaller - outputs.

TIPS: Sustaining and Enhancing the Impact of PPPs

- It is advised that PPPs start off small and have assessable impact over a short period of time. Starting off small can allow for robust implementation and evaluation of the PPP, after which it can be expanded once successes have been established.
- Some PPP success stories, particularly where technology is concerned, have shown the benefit of sustainability when they sought to create a self-sustaining mechanism. Whilst short-term objectives are realistic, it is worth thinking about a sustainment model at the outset.
- The expansion of PPPs can also be done through the identification of similar stakeholders in another geographical region that can then replicate the existing PPP model. See later on in the compendium for the application of this approach within the financial sector.
- Expansion is not the only way to maximise the successes of an anti-trafficking PPP. Partners in one industry could share their conceptual framework with those of another industry to help them mitigate trafficking within their operations. This would allow for the original PPP model to be used as a foundation for different entities within the private sector, as well as different kinds of public agencies.
- Monitoring and evaluation is key in sustaining the impacts of PPPs, which if supplemented with knowledge management and evidence-based improvements could allow the PPP to make significant long-term impact.
- Secondments within PPPs can be an effective way to fulfil its aims and objectives and sustain impacts. Through secondments, PPPs can benefit from external expertise and resources and increase efficiency in collaboration particularly where information-sharing is involved. The private sector could second an employee(s) into the public sector as part of cooperation goals, or vice versa.
- Two of the most important mindsets and behaviours that partners need practice to ensure the PPP is successful and sustainable are patience and stamina. Working closely with different kinds of stakeholders is not always going to be easy and aims, objectives and outputs may not be instantly achieved. This does not mean that the PPP is a failure. Some of the promising practices that this Compendium has highlighted have been products of several years of work, even where goals were initially small.

1.4. *Engaging with One Another*

Whilst the previous section provided tips on broad aspects of the PPP process, this section provides tips on more specific elements of the process of engagement between public and private actors.

a) Purpose

1. For the Public Sector

There are different ways to engage with the private sector when creating a PPP to address human trafficking. Before any engagement is made, or any decisions about what kind of PPP model should be pursued, it is always necessary to establish what the purpose for engagement in a specific situation is. Below is a list of some areas that may help identify the specific purpose in which the public sector would engage with the private sector.

TIPS: Purpose

- Ensuring effective implementation of the UNTOC and its Trafficking in Persons Protocol. This would entail constantly reviewing related policies.
- Aiming to achieve specific anti-trafficking policy goals tailored to the current and emerging trends and necessities in a given context.
- Enhancing private sector knowledge and awareness around the risk of human trafficking within their operations and in all relevant sectors and support provided to increase the capacity to mitigate related risks.
- Strengthening corporate social responsibility initiatives for the private sector.
- Lobbying initiatives for legislative reform.
- Facilitating the change of industry practices that could facilitate trafficking.
- Involving the private sector in remedies and reparation for victims of human trafficking. This could be effectively obtained through the confiscation of assets from traffickers.
- Coordinating information sharing with the private sector
- Assisting prosecutors in securing convictions in human trafficking cases.

2. For the Private Sector

When deciding to embark upon a PPP, the private sector must decide what their purpose is for doing so and what offerings they have for a partnership with the public sector.

TIPS: Private Sector

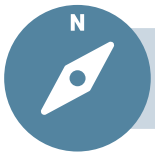
- The private sector has the ability to bring resources, a unique skillset and expertise that could be essential in addressing human trafficking. Private sector technical analysis of complex/large data sets, innovation, capacity building for civil society, job training, financial support, marketing and communication are all benefits that the private sector could bring .
- Employing trafficking victims could be instrumental to breaking the trafficking cycle and one reason for joining a PPP.
- Partnering with the public sector could enrich criminal investigations, through the provision of useful intelligence, which would lead to the prevention and/or prosecution of trafficking perpetrators.
- Ensuring that company management and shareholders are knowledgeable about UNTOC and how the Government is implementing the Convention and its protocols.
- Strengthening the policies and procedures to mitigate human trafficking risks within their supply chains.
- Identification of the purpose of the PPP is vital, as it will essentially define the overall strategy.
- In the same way, before embarking on a PPP, the aims and objectives have to be as realistic, specific and delineated as possible in order to ensure the greatest number of positive outputs. These can be framed within a broader long-term strategy.
- Also see section 1.2 for a table of possible partnership models that can help to establish what the purpose of a PPP will be.

b) Formalization of Partnerships

Intent (LOI) can be a very useful way to clarify expectations on part of every actor involved in the potential partnership. It ensures structured coordination and predictability in output. MOUs and LOIs are helpful in setting out the purpose relating to combating human trafficking, common aims and objectives, defining relations, setting targets related to countering trafficking in persons and concretising commitments.

TIPS: Formalization of Partnerships

- Formulate your MOU or LOI in an inclusive way for all actors involved. It is easy to emphasise the position of larger organisations within PPPs, but the most effective PPPs bring together a variety of different stakeholders that all have different qualities. The varying character of partners should not result in differing treatment and inclusivity should be integrated into the MOU or LOI.
- Include provisions on how to terminate a partnership that is not working as it should be, as well as how partners may withdraw from the PPP if their situation changes.
- The MOU or LOI must also include provisions prescribing the monitoring and evaluation of the PPP and how it will establish the accountability of each of the participants within the PPP.
- LOIs are sometimes easier to establish than MOUs because they are more specific and small scale and may be more suitable depending on the type and scope of the PPP.



MODEL MEMORANDUM OF UNDERSTANDING (MOU)[XXVIII]

PARTNERS
Partners to the MOU should be identified. Cooperation is enhanced where partners (e.g. special anti-trafficking units within the police force, specialised non-governmental organisations) are identified.

DURATION
An agreed duration for the partnership.

DEFINING PURPOSE
The basic principles and the purpose of cooperation should be clarified.

PRINCIPLES OF COOPERATION
A key principle is agreement on a cooperative approach to combating trafficking in persons.

TARGET GROUP AND METHODOLOGY
Specifying the precise target group to benefit from the memorandum of understanding will contribute to successful referral of trafficking victims. Criteria and means of identification can be based on the Trafficking in Persons Protocol.

In addition, the methodology in which the Purpose is to be achieved should be clarified and stated. For example, if the purpose of financial sector partners and law enforcement agents is to locate victims of trafficking and stop the activities of traffickers, the methodology may be to trace and freeze criminal assets. The clearer and more defined the methodology is, the more efficient the PPP processes will be to achieve the overall Purpose.

MUTUAL COMMUNICATION OF INFORMATION
Parties to the memorandum of understanding should agree to treat the presumed trafficked person's personal data as confidential.

ENTRY INTO FORCE AND AMENDMENT
The memorandum of understanding comes into effect when all relevant Parties have signed the MOU and should be amended only on the basis of mutual consultation.

DETAILED DEFINITION OF DIFFERENT RESPONSIBILITIES
The definition of the different responsibilities of all partners goes hand in hand with transparent cooperation between governmental and non-governmental organisations.

CONFLICT OF INTEREST
Agreed policy and procedure of how conflicts of interest should be prevented and/or resolved.

c) Internal and External Communication

Given the different views, priorities and positioning of public and private sector entities, it is important that each type of partner is able to understand the needs and decipher the language of their partners. For example, public sector partners and civil society should try to communicate in a language familiar to the private sector and appreciate the relevance (commercial or otherwise) of human trafficking risks for the private sector. Each partner should therefore be mindful of the other's position, even if they think their motivations are the right ones. An internal communication strategy can help to achieve a two-way monitoring and feedback mechanisms at every stage of the PPP process, from initiation to implementation.

In addition, public communication of the workings of the PPP is important to inject transparency into the process and raise awareness of the issue of human trafficking. Strategic communication for PPPs can help it to succeed by identifying those that support the PPP, as well as those that do not. This identification is important to set the strategy around communication objectives, creating sound messaging and using the most effective communication means to raise awareness around the crime of human trafficking. Avoiding consensus-building amongst stakeholders can decrease the potential for PPP success and sustainability.

LESSONS LEARNT

A PPP involving a company and a government had been initiated. The government had been the driving force behind the PPP and as a result did not involve the company in the decision-making process and also did not communicate these decisions. A communications strategy or a communication procedure had not been included in the PPP at the design stage. The company did not feel they were a valuable partner, nor were they able to learn from being a part of the PPP in order to more effectively mitigate trafficking risks within their company's operations. The company thereafter did not invest time or resources to the PPP and became a partner only by association to the PPP.

TIPS: Internal and External Communication

- At the outset, a communication assessment should be undertaken which involves risk assessment, stakeholder analysis, analysis of institutional arrangements and participatory communication. This can help to define the PPP's priorities and objectives and then find a way to create the most effective means of their communication and the most appropriate messaging to put the purpose of the PPP across to stakeholders.
- A communications strategy should be built in at the PPP's design phase both for internal partners, as well as external stakeholders who can help to maximise the impacts of the PPP's work. A strong communication strategy is not just about social media. It is based on evidence and research on context; using not just formal means of communication, but also informal means, consensus-building, engaging with stakeholders, conveying a vision to address human trafficking, continually sharing PPP progress and boosting the confidence around the work of the partnership.
- Make messaging about the PPP clear and simple, which can help to build trust between stakeholders. Using communication to increase transparency can enhance the relationship between partners, as well as the overall success of the PPP.

1.5. *Recommended Resources*

- UNODC, 'Toolkit on Stakeholder Engagement: Implementing the United Nations Convention Against Transnational Organized Crime (UNTOC)': https://www.unodc.org/documents/NGO/SE4U/UNODC-SE4U-Toolkit-Interactive-WEB.pdf
- UNODC, 'Global Report on Trafficking in Persons 2020': https://www.unodc.org/documents/data-and-analysis/tip/2021/GLOTiP_2020_15jan_web.pdf

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02

PPPs AND **SUPPLY CHAINS**

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2.1. *Human Trafficking and The Supply Chain*

The supply chain comprises of the people and processes that supply organisations with the goods and services needed to function and operate. All public and private entities have supply chains. Often supply chains can be vast and complex and sometimes entities have little control over and knowledge of their entire supply chain. This may, therefore, provide obstacles to prevent and combat human rights violation risks and criminal activity, such as human trafficking, from occurring within an organisation's supply chain. Human trafficking can infiltrate into many different industries, from retail, agriculture, construction, extractive, to hospitality and transportation, amongst others.

Given the global nature of supply chains and their multi-layered character, aspects such as sourcing, production, manufacturing and distribution can all take place in different locations around the world. Exploitation can also take place in every one of these stages from the sourcing of materials to the shipping of goods. Traceability is, therefore, often very difficult within a supply chain and governments and companies may not realise that human trafficking is occurring and deeply embedded within it. For this reason, organisations must take all steps necessary to fully understand how the goods and services that form part of their supply chain operate. Collaborative and coordinated action are required to counter and prevent human trafficking from within supply chains. Collaboration between the public and private sector can facilitate much-needed supply chain transparency, including through a wide range of schemes. Both the public and private sectors must, therefore, assess which other organisations could have technical and operational expertise to help enhance their overarching anti-trafficking strategy and approach. A PPP could be an effective way to contend with the vastness of trafficking challenges within the supply chain since no actor can combat human trafficking in isolation.

2.2. *Maximising PPP Success and Overcoming Challenges*

a) Comprehensive, Interdisciplinary and Integrated Approach

Given the complex contexts behind human trafficking within a supply chain, effective PPPs should take an interdisciplinary and holistic approach to addressing the crime. PPPs focused on mitigating trafficking risks from within a supply chain should therefore extend their focus beyond a traditional labour market lens. For example, in some regions, human trafficking may have strong links to corruption, and it may be that PPPs have to link certain effects with deep-rooted structural causes in order to create relevant and effective objectives and solutions. The interdisciplinary approach also relates to the category of stakeholders that partner up. Thinking innovatively across different disciplines about the kinds of public and private entities that could work together to address human trafficking is key to addressing the complexities of human

trafficking. PPPs should, therefore, not simply focus on prevention but ensure that prosecution of offenders and protection of victims are also part of the agenda.

TIPS: Maximising PPP Success and Overcoming Challenges within the Supply Chain

- A deep understanding of the context is required to enable the alignment of a PPP to the workings of the supply chain and how trafficking could be addressed. This approach also applies to understanding victims and perpetrators, as every country has its own type of victimology, which needs to be differentiated, particularly when creating victim and trauma-centric solutions. It is also important to know which PPP is suitable for a specific sector.
- PPPs should be holistic in nature and aim to implement not only preventative strategies but include ways to improve the capacity to investigate and prosecute crimes, as well as protect victims.
- The low levels of PPPs focusing on victim protection means that this should be a priority moving forward, especially given the risk of victims re-entering the trafficking supply chain. PPPs could focus on the provision of legitimate employment to victims, where private sector would have a significant role to play.
- Victims should be key partners in anti-trafficking PPPs and included in anti-trafficking interventions, informing victim-focused solutions and being a voice for other victims.

LESSONS LEARNT

PPPs to counter human trafficking tend to focus on solely combatting the crime. However, many PPPs have shown the benefits that incorporating a contextual approach to the workings of the PPP can have on its results, particularly where global supply chains are concerned. A lesson learnt has been for public and private sector partners to home in on the local cultural, economic, religious, social and civil-political situations of areas where human trafficking is rife in order to understand how best to create appropriate PPP objectives and anti-trafficking interventions.

PROMISING PRACTICE 4

Bali Process Government and Business Forum[xxxiii]

The Bali Process Government and Business Forum (GABF) consists of a number of governments and business leaders coming together as partners to find ways to address human trafficking. In 2018, GABF endorsed the Acknowledge, Act, Advance (AAA) approach. 'Acknowledge encourages business and government to understand the challenges associated with [human trafficking]. Act encourages governments to strengthen policy and legislative frameworks and encourages business to implement ethical business practice. Advance involves developing a governance framework to ensure sustainability and effectiveness of the GABF.' These recommendations have been seen to enhance and strengthen legal and policy frameworks, supply chain transparency, as well as victim protection.

PROMISING PRACTICE 5

Inter-sectoral Partnerships Responding to Trafficking in Persons in South Africa

This is not one specific PPP, but includes the general PPP work driven by the National Inter-Sectoral Committee on Trafficking in Persons (NICTIP). Within this broader PPP programme there is the work of the National Prosecuting Authority (NPA) in South Africa, which has frequently partnered with NGOs, businesses and academia to enhance their capacity to prosecute human trafficking cases. For example, the NPA's partnership with academia resulted in significant research regarding the extent of trafficking for labour exploitation and this has been valuable for the monitoring and evaluation of the victimological aspects of trafficking in South Africa. Generally though, South Africa's Prevention and Combating of Trafficking in Persons National Policy Framework has enhanced the management strategy of partnership for prevention, protection and prosecution and these PPPs have led to prosecution successes.[xxxv]

b) Local Partners

PPPs must ensure that they target the lower tiers of any given supply chain, since these are often neglected in risk management processes within global companies. Here, producers or processors on-the-ground often do not have a direct relationship with the private company or government, yet it is often these tiers that are most impacted by trafficking in persons and provide significant potential for helping to prevent and counter the crime. For instance, by raising awareness and capacity-building within local communities, partners can create more accurate human trafficking and vulnerability indicators.

LESSONS LEARNT

One weakness of PPPs is sometimes the unwillingness of companies and governments to have strong relationships with local workers who are at risk of becoming trafficking victims. Even when there is a desire to engage with such actors, a difficulty in building trust and creating proximity to trafficking victims exists. One lesson learnt is that governments and private sector should not only engage local communities through formal networks and platforms, but also establish informal networks. This could more aptly allow for the collection of relevant data and insights and lead towards stronger victim protection initiatives.

TIPS: Local Partners

- It is important to reduce the complexity of the supply chain and shift away from traditional auditing and social compliance methods. PPPs should place long-term human rights protections at the heart of their programme, which involves collaboration with suppliers at all levels of the supply chain.
- PPPs should include local partners, including trade unions, and should seek to take a bottom-up approach, which can enable a deeper understanding of the root causes of trafficking and lead to effective, community-owned - and thus - sustainable solutions. Local leadership and ownership are essential in addressing human trafficking.
- PPPs working with local partners must include an incentive programme. Areas such as labour transparency must be tied to worker incentive. For example, a PPP could work to provide farmers with advice or vouchers. The complex social, cultural and economic issues at play in certain contexts means there must be buy-in from local communities and local workers to ensure that trafficking is addressed effectively.
- On-the-ground workers should co-design solutions with PPP members, so it provides ownerships to victims and workers.
- If PPPs involve tool development, then they must be designed with workers for workers. Feedback must be actively sought from on-the-ground workers.
- Use the right language when working with on-the-ground workers, as words like trafficking are very sensitive. Use local representatives / local NGOs that have already built trust and existing relationships with workers. Working with local organisations that understand contextual issues will allow workers to be more receptive. Local NGOs can help to send the right message to workers, as well as help with language barriers.
- Local partners can also help to collect data in-country and could significantly contribute to a PPP when partners are working away from the on-the-ground context.

c) Communicating PPPs throughout the Supply Chain

In the first part of this Compendium, internal and external communication was highlighted as an important aspect of the PPP. Communication is essential in raising awareness of the partnership's work in every layer of the supply chain and most importantly, to local workers and victims of trafficking. Through strong communication, a PPP can collect better data to enhance their anti-trafficking strategy, better prevent exploitation and protect victims, as well as prevent misrepresentation that could arise from not responding to false information luring potential victims into the trafficking cycle.

LESSONS LEARNT

Some PPPs have remained completely confidential in their work, with the logic that they did not want to alert criminals of any potential investigations. Complete opaqueness of the PPP, however, meant that victims were not aware that there could be recourse to protections and remedy. It also meant that partners within the PPP, as well as teams within partner organisations, worked in silos and this led to ineffective approaches. One lesson learnt here is that with strategic communication skills and advice, a PPP can find the right balance between confidentiality and transparency to address human trafficking. Strategic communication should, therefore, be a part of any PPP strategy from the outset.

TIPS: Communicating PPPs throughout the Supply Chain

- Try to communicate lessons learnt, evaluate projects that have been done and communicate successes. This will allow the expansion of projects and scaling out. To make PPPs sustainable, there is a need to strategically communicate and share results of PPPs to like-minded private sector entities and to exchange information with governments in an evidence-based way.
- Private sector should have more targeted messages that appeal to consumers, as well as internal communications within the organisations of PPP members.
- PPP commitments have to be communicated in a clear and simplified manner throughout the supply chain from shareholders to on-the-ground workers, which set out what the PPP is seeking to concretely achieve.
- Social and Behaviour Change Communications (SBCC) can be valuable in educating and empowering migrant workers. It is important to have SBCC activities with local industries and victims, which can facilitate and potentially trigger positive behaviour as a result of exposure to any anti-human trafficking campaigns.

PROMISING PRACTICE 6

Hope for Justice - PPP Enabling Sustainable Reintegration of Survivors of Human Trafficking in Uganda

To effectively address human trafficking, Hope for Justice works in collaboration and in partnership with multi-agencies, both within the public and private sectors. In 2018, Hope for Justice launched Slave Free Alliance, a membership initiative for businesses seeking to protect their operations and supply chains from human trafficking. Slave Free Alliance works collaboratively with businesses and provides tailored business and supply chains solutions that prevent human trafficking.

In Uganda, Hope for Justice empowers community structures to prevent, identify and report cases of human trafficking and related crimes and works in close collaboration with the Ugandan police and other NGOs to support investigations and targeted rescue of child victims of trafficking and commercial sexual exploitation. To restore the lives of rescued victims of child trafficking and exploitation, Hope for Justice provides trauma informed care at the Lighthouses/shelters making referrals to other service providers appropriately. Hope for Justice works with local government structures to trace the families of the survivors, address the vulnerabilities in the family/community and set up support networks around the survivors to ensure safe and sustainable reintegration. The private sector plays a key role in providing specialised medical services, in kind support through Corporate Social Responsibility as well as equipping survivors with employable skills through vocational and apprenticeship training and placement in workplaces. Survivors are also supported with start-up tools/capital for their self-employment and linked to business mentors in their locations.

As one illustration of success in reintegrating survivors through partnerships, Hope for Justice received a referral of 10 victims of transnational trafficking rescued from Nairobi through a joint operation of the Kenyan and Ugandan police in January 2020. These girls and several others had been trafficked from Karamoja in Uganda for domestic and sexual exploitation. During the 7 months of trauma informed care at the Lighthouse, Hope for Justice worked with the Social Welfare and Community Development Officers in Napak District to trace and prepare these girls' families for reunification. Through this collaborative working, the girls were eventually returned to their homes and then placed in a private vocational training institute. Although the 2nd wave of Covid-19 meant closure of all schools, because the school administrators understood the vulnerability background of these particular girls, they sought special permission from the Resident District Commissioner to allow these girls to complete their skills training during the second national lockdown. The extreme poverty, gender and cultural norms that exist in Karamoja, has generally meant that child survivors of trafficking are often re-trafficked upon being returned to their homes. The PPP approach in victim protection and support has yielded increased psychosocial wellbeing, increased resilience and employment opportunities for the sustainable reintegration and livelihoods of survivors (and their families), reducing their vulnerability to re-trafficking.

d) Procurement, Subcontracting and Recruitment

Procurement processes within supply chains play a pivotal role in the demand side of human trafficking. On the one hand, they can enable the crime, but on the other, procurement processes can help to mitigate the risk of forced labour and human trafficking. The complex nature of the role of procurement, however, means that partnerships and collaboration are required to ensure that trafficking in persons can be prevented and that approaches to procurement are harmonised to gain the most leverage over supplier behaviour.

Sub-contracting and recruitment agencies, in particular, are major risk factors for the private sector's complicity in human trafficking. Even if there are only small trafficking indicators within a company's supply chain, that company could still be found guilty of trafficking. Sub-contracting is a common process to varying degrees across all sectors. In some industries such as construction and transport, it is a standard procedure.

Migrants might be at particular risk of victimisation for human trafficking. Recruiting migrants in global supply chains can lead to human trafficking where practices such as recruitment fees are involved. Sub-contracting is utilised as a way of reducing salary costs, as well as working conditions, in a wide variety of sectors, in both developing and developed economic contexts.

Labour intermediaries and recruitment agencies are principal players within the sub-contracting sphere and have been known to recruit vulnerable migrant workers. Furthermore, the practice of contracting labour brokers to recruit casual employees, known as brokering, is a common feature especially in labour-intensive sectors, and poses a high risk of enabling recruitment of people to be employed in exploitative situations. This has created a grey area within the employer and worker bond. Recruiters and labour intermediaries can control the entire life of an agency worker within the host country, which leads to a level of submission and dependence on the part of the worker. PPPs to mitigate trafficking risks within subcontracting and recruitment processes are, therefore, extremely important and can assist in effectively managing the supply chain.

LESSONS LEARNT

Some partnerships have focused on capacity building to mitigate human trafficking risks within processes such as procurement, subcontracting and recruitment. However, one of the common mistakes of these capacity-building PPPs was that labour intermediaries and recruitment agencies were not direct partners. To address human trafficking within these types of processes, ensure that the labour intermediaries participate in the training and get involved with the PPP directly. This will enhance their understanding of standards that are expected of them from governments and companies they work for.

TIPS: Procurement, Subcontracting and Recruitment

- PPPs should seek to strengthen procurement and transparency measures to reduce the risk of purchasing goods and services that have been produced through trafficked or exploited labour. Partnerships could work on the requirements of suppliers to provide audit reports and detail the names and addresses of factories in their supply chains, as well as creating frameworks within a supply chain that are based on strict and robust human rights compliant award criteria.
- PPPs where partners are working in close collaboration with trade unions, labour agencies, recruitment firms and other intermediaries to address the root causes of human trafficking (e.g. social and cultural issues) can help to counter and prevent the crime.
- Public and private partners could work together to ensure supply chain legislative measures are implemented, such as monitoring and enforcing procurement contract clauses; integrating codes of conduct within relevant strategies and ensure impactful and effective auditing designed to prevent trafficking and forced labour is conducted.
- PPPs could focus on the delivery of joint training programmes on preventing trafficking and forced labour within the supply chain.
- Public and private entities should work together to enhance clarity and consistency on global business obligations for sustainable supply chains and the harmonisation of compliance requirements. Procurement specialists would significantly benefit from working closely with different stakeholders to improve procurement standards. This could include a knowledge database for procurers to review best practice and lessons learnt.
- Joint risk assessments by public and private sectors within PPPs could be instrumental in evaluating the extent to which the supply chain of goods or services are open to trafficking in persons and would require much more due diligence.
- PPPs could involve monitoring the activities of recruitment agencies with strong licences in place and working together to ensure that companies are not using recruiters that violate labour laws, such as putting workers in debt or not paying minimum wage.
- PPPs could focus on creating strong criteria to be included in service-level agreements with labour providers and ensure worker protection is embedded within such agreements.

PROMISING PRACTICE 7

Task Force for Development of a Joint Approach in Combating Trafficking of Human Beings in Supply Chains

The Inter-Agency Coordination Group against Trafficking in Persons (ICAT) is the leading anti-trafficking coordination mechanism amongst UN agencies and other international and regional organisations, established by the UN General Assembly. One of ICAT's priorities is to prevent trafficking for forced labour within the supply chain. In March 2019, ICAT engaged with the Procurement Network of the UN High-Level Committee on Management (HLCM) on prevention of trafficking in public procurement practices and its Task Force for Development of a Joint Approach in Combating Trafficking of Human Beings in Supply Chains. The Task Force was formed to respond to the imminent need identified by the UN Security Council to enhance transparency in the UN system organisations' procurement and supply chains to counter trafficking in persons (UNSC Res. S/RES/2388).

The objective of the Task Force is to bring together procurement and policy/programme specialists to develop a joint approach in combating forced labour and human trafficking in UN supply chains. Several UN agencies and other international organisations have already joined the Task Force. The Task Force conducted a baseline survey of procurement specialists analysing and collecting information on the current efforts of international organisations in the area of combatting human trafficking and forced labour in supply chains. Informed by the results of the survey, the Task Force initiated a project on the development of a policy framework to combat human trafficking and forced labour in UN supply chains and beyond.[xxxvii]

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e) Data Collection

Data and information gathered from throughout the supply chain is important for analysis and to create solutions to address human trafficking. Whilst work on data collection from within the supply chain is growing, the geographical enormity of the supply chain means there are some regions around the world where no reliable data on perpetrators and victims of human trafficking exists. Comprehensive and centralised data on the crime is vital to, for example, identify source countries of both perpetrators and victims; to identify transit countries, to identify destination countries, as well as the nationality of those being trafficked and those doing the trafficking. This type of data can help to bolster the governmental approach to enforce relevant legislation, as well as companies' ability to create mechanisms and policy to mitigate trafficking risks. Since human trafficking might be of a transnational nature, the only way in which accurate information on the crime, its evolution and viable solutions can be collected, is through strong partnerships and collaborations.

TIPS: Data Collection

- There is a need to compile data, which is made accessible to all concerned counterparts. Data from the supply chain should also be meaningful and provide insights to others. Mixed methodological data is a useful way of getting the bigger picture around occurrences and context within a supply chain.
- Robust data collection from the beginnings of a PPP can help to achieve scalability later on, particularly through the use of technology. Technology can be used for data collection and help with the transparency and accessibility of worker contracts, particularly for the benefit of potential victims. Technology must be user-friendly. If technology is to be used, feedback from workers can help to make any technology more user friendly and to shape it specifically for the situation of workers.
- PPPs should include data collection and the methodology for collection should be clearly delineated and rationalised from the outset, with data being recorded regularly and accurately.

LESSONS LEARNT

Some PPPs have sought to collect data, but without any focus on the relevance of the data to the specific PPP's goals. A lesson learnt coming from these PPPs is that in order for data to be useful, all objectives must be defined before undertaking the data collection. Data is only relevant if it provides the public and private sector partners the ability to fulfil the goals of prevention, prosecution and protection and if it assists in evaluating whether initiatives to combat human trafficking have the desired impact.

f) Policies and Programming for Private Sector

After making the decision to collaborate with the public sector on an anti-human trafficking initiative, companies should allow outputs and insights stemming from the PPP to inform and lead to their development of robust policies and programming. This should be applied throughout their supply chain and at group level. Companies should ensure the PPP is not a one-off commitment and has long-term impact throughout the supply chain. Company-wide policies and programmes to eradicate human trafficking risks from within the supply chain should be made applicable to all actors within a company's supply chain and communicated to all human resources and relevant staff.[xxxviii]

PROMISING PRACTICE 8

Truckers Against Trafficking

Truckers Against Trafficking (TAT) is a non-profit organisation that aims to educate, equip, empower and mobilise members of the trucking, bus and energy industries to combat human trafficking. In order to recognise, discover and disrupt human trafficking networks by closing down loopholes they may be exploiting, TAT also works to create public-private partnerships. This is done through a variety of programs that capitalise on the intersections specifically targeted entities have with each other in the course of their work and, often times, with traffickers and victims as well.

One example is TAT's Coalition Builds programme, which works with key industry stakeholders from the trucking, bus and energy industries along with the US Office of the Attorney General (or local or federal law enforcement partners). Here, TAT co-hosts an initial Coalition Build event in order to activate public private partnerships. In this 4-hour briefing, TAT provides targeted action steps, free training materials for industry members and law enforcement, and models of engagement intended to result in the coordination and implementation of effective strategies and actions at the local and state level. These efforts have resulted in victim recovery and arrests of traffickers in multiple states through undercover operations at truck stops and rest areas, with the support and collaboration of the trucking and truck stop industries. Additionally, these coalitions have led to the launch of multiple state-wide campaigns with attorney's general offices, state trucking associations and state police. To date, TAT has trained 1,247,845 industry professionals, hosted 61 coalition builds in 36 states and 1 in Canada.[xxxix]

TIPS: Policies and Programming for Private Sector

- PPP results can feed into anti-human trafficking policy, as well as wider human rights and ethics policies.
- Collect cross-functional input to perform comprehensive anti-human trafficking impact assessments throughout the company's supply chain.
- Use findings from the PPP to create anti-human trafficking policy and programming that is in line with the business' ethos and values. The objective to address human trafficking then can be deeply embedded into the company's processes and mission.
- Ensure there are key parties at all levels of the supply chain that can implement the aims of the PPP, as well as the subsequent policies stemming from the work of the PPP.
- Company-wide policies could be created to reaffirm governmental legal and regulatory aims, such as the German Supply Chain Due Diligence Act.
- Human trafficking often involves informal economies and PPPs need to ensure that any policies and programming reflects this and seek to address this context.

LESSONS LEARNT

Although PPPs can have useful outputs and insights, some have remained largely theoretical as partners have not communicated or applied them to all actors throughout the supply chain. To enhance impact, the PPP results should not remain within the scope for the PPP partners, or for the departments involved such as the sustainability department. They should be comprehensively translated to all tiers of the supply chain, from shareholder and board member all the way down to the bottom of the pyramid.

PROMISING PRACTICE 9

Gangmasters and Labour Abuse Authority (GLAA) Apparel and General Merchandise Public Private Protocol

This protocol sets up a partnership between Labour Market Enforcement Bodies (LMEB) and Apparel and General Merchandise (AGM) Brands in the United Kingdom (UK) to work together and share information with the overarching objective to protect vulnerable and exploited workers, and help bring criminals to justice. Each Labour Market Enforcement Body partner provides key indicators on non-compliance in workplaces covered by its remit. The Protocol applies to UK Brands supply chain and sector and includes goods for resale and not for resale suppliers, product manufacturers, logistics and distribution companies, contractors and labour providers. LMEBs and AGM Brands meet regularly to establish and maintain the effectiveness of the Protocol; discuss trend information, high risk activities, lessons learnt and positive initiatives to engender a collaborative working relationship, as well as maintain an actional series of steps which reduce worker exploitation. The GLAA acts as the focal point of contact for AGMs to submit information regarding labour market offences. The GLAA also has implemented legal gateways and operational procedural agreements with LMEBs for the exchange of intelligence provided by AGMs to ensure collaborative working in the appropriate prosecution of such intelligence.[xl]

PROMISING PRACTICE 10

UK's Responsible Car Wash Scheme

This is a UK-based partnership developed by the UK's Gangmasters and Labour Abuse Authority, the UK Police, the Health and Safety Executive, Her Majesty's Revenue and Customs, the Environment Agency, the Petrol Retailers Association and the charity Unseen. It seeks to create a compliant industry, which can still compete commercially on equal terms. The scheme supports car wash businesses to operate compliantly and strengthen standards by sharing best practice. The Scheme helps to protect workers and improve working conditions. Compliant operators – that go through a specific process to obtain accreditation - are deemed Responsible Car Washes and are able to display the logo below, which helps consumers make informed choices. Car washes are provided with training and guidance on how to be 'responsible'.

PROMISING PRACTICE 11

The Responsible and Ethical Private Sector Coalition Against Trafficking (RESPECT)

RESPECT was founded by Babson College's Initiative on Human Trafficking and Modern Slavery, the International Organisation for Migration (IOM) and the Global Initiative Against Transnational Organised Crime. RESPECT assembles thought leaders, practitioners and policy makers to work on solutions to public and private sector challenges relating to human trafficking. It seeks to facilitate debate between different stakeholders, contribute to research, link work to other relevant crimes and develop effective public policy towards a more effective global response to the human trafficking.

PROMISING PRACTICE 12

Sustainable Hospitality Alliance

The Sustainable Hospitality Alliance is a partnership of hospitality companies, non-profit organisations and governments who work together on sustainability challenges to address human rights issues such as human trafficking within the hospitality industry. The PPP engages with employees, developers, owners, franchisees, suppliers and guests on the protection of human rights. It has also created a Youth Employment Programme to help hotels to re-integrate survivors of human trafficking through training opportunities. They provide free resources for the industry, including around human trafficking in labour sourcing and guidance for checking recruitment agencies.[xlii]

2.3. *Recommended Resources*

- https://www.unodc.org/documents/human-trafficking/2015/Recruitment_Fees_Report-Final-22_June_2015_AG_Final.pdf
- UK, Canada & New Zealand. Principles to Guide Government Action to Combat Human Trafficking in Global Supply Chains (see Principle 2): https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/872438/Principles_to_Guide_Government_Action_to_Combat_Human_Trafficking_in_Global_Supply_Chains.pdf
- https://cocoainitiative.org/
- ILO. A Partnership to Combat Child Labour in the Chocolate and Cocoa Industry: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_409581.pdf
- ILO, 'Ending Forced Labour by 2030: A Review of Policies and Programmes': https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---ipec/documents/publication/wcms_653986.pdf

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03

PPPs AND THE **FINANCIAL SECTOR**

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3.1. *The Role of the Financial Sector in Addressing Trafficking in Persons*

An important aspect of addressing human trafficking is the investigation and prosecution of perpetrators. Successful prosecutions can protect victims of trafficking and can help to prevent the crime from occurring or re-occurring. However, there are many obstacles to the effective investigation and prosecution of trafficking in persons, one of which might be the lack of substantial evidence to charge and convict perpetrators. Other obstacles include weak coordination within law enforcement agencies or lack of appropriate legal frameworks to establish accountability.

To alleviate these hurdles, the financial sector can play an important role in supporting authorities' effective investigation and prosecution of human trafficking through the provision of financial data, particularly relevant as human trafficking is to be framed, in line with the UNTOC provisions, as a predicate offence for money laundering. Through work from bodies such as UNODC, the Financial Action Task Force (FATF), the Asia/Pacific Group on Money Laundering and others that will be outlined in this section, there is now a recognition and global understanding around the need to assess financial flows associated with the crime of human trafficking. Financial evidence can help prevent and counter the crime in a number of ways, ranging from the identification of victims of trafficking to providing details around the crime itself, including identifying perpetrators and accomplices. Incorporating financial investigations into the process of addressing human trafficking can also decrease the level of risk-taking by potential perpetrators through changing its perception of profitability. Furthermore, the confiscation of assets from perpetrators can be directed to compensate victims of trafficking for the damaged suffered.

As this Compendium suggests, one way to enhance the role of the financial sector in addressing trafficking in persons is through robust PPPs. PPPs within the financial sector aim to address mainly issues such as Anti-Money Laundering (AML) and Counter-Terrorist Financing (CTF) and more recently, related crimes such as human trafficking. Generally, many of the financial PPPs have focused on data sharing and / or sharing insight and bringing to light criminal behaviour indicators and threats. Financial intelligence is enormously valuable and with effective processes in place, financial analysts can detect human trafficking indicators early within Suspicious Transaction Reports (STRs) and report them to law enforcement agencies for prompt interventions. This section will outline current promising PPP practices within the financial sector, as well as highlight challenges and useful tips.

3.2. *Maximising PPP Success and Overcoming Challenges*

a) Support from the 'Top'

In order for PPPs involving financial institutions to be as effective as possible, strong support and intent must be transmitted from senior business and political leaders. This can help to build trust and

commitments to addressing human trafficking internally within an organisation, as well as build trust between the financial institution and Financial Intelligence Units (FIUs), law enforcement bodies and other public agencies.

Given that AML/CTF systems are often rigidly embedded within financial institutions, both financial institutions and public agencies may be hesitant to create innovative PPPs. Therefore, express leadership commitment is essential for financial data sharing PPPs.

TIPS: Maximising PPP Success and Overcoming Challenges within the Financial Sector

- PPPs should be initiated by setting a strong and clear tone that leaders from within public and private organisations are unreservedly committed to embark on the establishment of a PPP to fight trafficking in persons. Public declarations from leaders at the outset via the media and/or press releases can help to cement commitments and help to motivate employees involved within the organisations to achieve the aims and objectives of the PPP.
- Leaders from financial institutions, law enforcement agencies, FIUs and other governmental agencies should attend and speak at public events to talk about the PPP and its objectives. This will help to further motivations for making it a success and build trust between stakeholders.

LESSONS LEARNT

Consultations held throughout this PPP Project have demonstrated the desire of the financial sector to include law enforcement agencies in PPPs. Some financial institutions expressed their perception that law enforcement agencies were insular, and this caused problems of data sharing between public and private entities. Support from the top could therefore include providing funds for security-enhancing resources and mechanisms to facilitate the trust between public and private agencies to allow for more effective cooperation.[xliv]

PROMISING PRACTICE 13

The Fintel Alliance

The Australian Government's Australian Transaction Reports and Analysis Centre (AUSTRAC) launched the Fintel Alliance in 2017. This is a PPP consisting of 29 governmental and private sector partners working together to enhance the resilience of the financial sector to criminal infiltrations and support law enforcement investigations of serious crimes. Partners in this alliance include banks, remittance service providers, gambling operators, law enforcement agencies and security agencies. It has two information-sharing hubs where partners collaborate. The first one is the Operations Hub, which is a physical space where partners exchange and assess financial intelligence face to face in real time, combining data with tracking tools and best-practice methodologies from their organisations. The second is the Innovations Hub, where partners can co-design and test new technology solutions that facilitation financial intelligence gathering at an operational level.[xlv]

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b) Setting and Sharing PPP Aims and Objectives

Financial institutions and private sector entities involved in a PPP must share their aims and objectives with one another to ensure that priorities in addressing human trafficking as part of the PPP are set. Within the financial sector, this should be done by harmonising the PPP with existing national and international human trafficking strategy, in particular the UNTOC and its Trafficking in Persons Protocol and developed according to a shared understanding of risk.

In general, the aims and objectives of financial information sharing PPPs should involve strengthening the quality of intelligence for law enforcement investigations and asset recovery, as well as enhancing the integrity of the financial system through stronger risk-based decision-making in the allocation of private sector resources to address the trafficking in persons.

TIPS: Setting and Sharing PPP Aims and Objectives

- Financial data-sharing PPPs should supplement other forms of data-sharing mechanisms such as Suspicious Transaction Reports (STRs) and Suspicious Activity Reports (SARs).
- Ensure that the PPP is aligned with the broader national and international approach to tackling human trafficking. Financial institutions and public agencies should agree to a concrete strategy to achieve agreed aims and objectives from the outset and one that also adheres to a broader approach to addressing organised crime. This includes harmonising incentives for all stakeholders involved with the aims and objectives.

LESSONS LEARNT

PPPs that have been created without clear objective setting from both public and private entities, as well as the lack of clear PPP goals and strategy, have led to poor communication and methodology. Partners have acknowledged the lower level of impact achieved compared to if a clear strategy and objectives had been set.[xlvi]

PROMISING PRACTICE 14

Project Protect

Project Protect is an innovative PPP involving Canada's Financial Transactions and Reports Analysis Centre (FINTRAC) and financial institutions that work together to address human trafficking used for the purposes of sexual exploitation. As part of Project Protect, financial institutions, including banks, credit unions and money services businesses, amongst others, act independently to identify perpetrators and report transactions to FINTRAC by submitting STRs. FINTRAC directs intelligence from STRs to the relevant law enforcement agencies and works closely with partners to develop typologies and red flags associated with human trafficking. Law enforcement is then able to use data derived from Project Protect to charging, convicting and building prosecution cases on traffickers. Project Protect as a collaborative PPP has achieved many successes and is seen as best practice on PPPs to counter trafficking in persons.[xlvii]

The project has seen a ninefold increase in suspicious transaction reports on human trafficking submitted to FINTRAC, and an eight-fold increase in disclosures sent from FINTRAC to competent law enforcement authorities resulting from the submission of these suspicious transaction reports. In addition, project participants have agreed that such a model of partnership should be continued in efforts to build capabilities in combatting other serious money laundering risks.

PROMISING PRACTICE 15

Project Shadow

Project Shadow is a public-private partnership designed to combat online child sexual exploitation in all its forms by enhancing methods to detect, report and disrupt associated financial transactions suspected of being connected to money laundering in any and all of its stages (placement, layering and integration). The partnership is co-led by Scotiabank and the Canadian Centre for Child Protection and is supported by the Financial Transactions and Reports Analysis Centre of Canada (FINTRAC) with participation from major financial institutions and law enforcement agencies in Canada.

The goal of Project Shadow is to detect, report and disrupt the finances of online child sexual exploitation in all its forms. Specific objectives are listed as follows:

- Raise awareness of child exploitation amongst the financial crimes risk management and law enforcement professional community.
- Identify red flag indicators and typologies related to money laundering at the placement, layering and integration stage.
- Increase suspicious transaction reporting of associated financial transactions to Canada's national financial intelligence unit, FINTRAC.
- Establish a new suspicious transaction report (STR) code (Project Shadow/#SHADOW) to indicate potential online child sexual exploitation.
- Contribute to the mainstreaming of financial investigations into online child sexual exploitation internationally.

With child sexual exploitation, there is a dark market that trades in related illicit material for both cash and virtual currencies, much of which passes through entities with a reporting obligation to their national Financial Intelligence Units. This is what gave Project Shadow its foundation in identifying financial indicators associated with the creation, sale and distribution of online child sexual exploitation material.

By analyzing STRs submitted to FINTRAC that pertained to online child sexual exploitation, FINTRAC was able to identify indicators of three main categories of offences linked to child sexual exploitation, including:

1. Money laundering indicators related to possible perpetrators who are consumers and/or facilitators of online child sexual exploitation
2. Money laundering indicators related to possible perpetrators who are producers of online child sexual exploitation material
3. Financial indicators possibly related to online child sexual exploitation in the form of luring

In addition to bucketing indicators of criminal offenses, FINTRAC also observed unique types and patterns of transactions, contextual factors and specific behavioural activity that further highlights the importance of "knowing your client". While these indicators can be fairly ubiquitous on their own, considering several indicators during an investigation may reveal otherwise unknown links that may indicate a transaction is related to online child sexual exploitation offenses and/or the laundering of proceeds derived from those crimes.

Since Project Shadow's unofficial launch in January 2020, the project has generated over 100 STRs that have spurred more than 30 disclosures by FINTRAC to law enforcement agencies, as well as a high number of indicators to be able to identify financial transactions related to online exploitation.[xlviii]

c) Scope of PPP

Generally, PPPs tend to work best if they start off small and grow organically, particularly since cyber security and data protection can be more easily achieved where there are only small levels of information exchange within a small, trusted group. This is no different with PPPs that involve financial institutions, where even limited resources can make a difference to the fight against trafficking. However, keeping financial PPPs small and stagnant can also hinder the effective countering and prevention of the trafficking in persons, particularly around perceptions of unfair treatment for financial institutions that are part of PPPs, as well as limiting the number of financial institutions within a PPP, which could mean less representative data to tackle organised crime. For this reason, a clear strategy and organisation is required around the scope of a PPP.

TIPS: Scope of PPP

- Many individuals working on STRs and SARs within financial institutions could provide useful input into a PPP through the incorporation of consultations as part of the PPP process.
- PPPs should always start off small in order to achieve realistic impacts meaningfully. However, growth should still be part of the long-term goals, which could be done in a number of ways, such as the gradual increase in the scope of data sharing based on strategy or typology, or appropriate and gradual increase in the numbers of participating law enforcement agencies and financial institutions.
- The scope of the PPP could also be expanded by increasing the intricacy of financial transactions related to human trafficking that are assessed for data sharing with law enforcement agencies.
- Partners within a PPP could expand its functions by contribution to policy developments on human trafficking both nationally, regionally and internationally.

LESSONS LEARNT

One lesson learnt is to focus on the quality of contributions and involvement of public and private entities within a PPP, rather than the quantity. Where the number of organisations has been the only factor in allowing banks to become partners, the level of meaningful engagement between public and private entities has decreased. Impactful scaling out still requires precision and ensuring you have the right partners around the table.

PROMISING PRACTICE 16

South Africa Money Laundering Intelligence Taskforce (SAMLIT)

The South African Anti-Money Laundering Integrated Taskforce (SAMLIT) is a public-private partnership between the South African government and the South African banking sector, and was established in December 2019. SAMLIT was established by the Financial Intelligence Centre (FIC), with the support of the National Treasury and the South African Reserve Bank. SAMLIT's private sector participants include 26 South African banks, the Banking Association of South Africa (BASA) and the South African Banking Risk Information Centre (SABRIC). SAMLIT currently has 31 member organisations from both the public and private sectors, with its membership base continuously growing. SAMLIT has also partnered with other international organisation focused on combatting financial crime like the United for Wildlife Task Force and Refinitiv.

The primary objective of SAMLIT is to enhance collaboration and cooperation between the banking sector and law enforcement, so as to improve South Africa's ability to effectively and efficiently combat financial crime related to human trafficking. The first mechanism utilised by SAMLIT to achieve its primary objective was to establish Expert Working Groups that conduct research on a specific type of financial crime, identify key markers, trends, typologies, modus operandi and provide solutions to both the banking sector and law enforcement on the prevalence of the particular financial crime, how to identify such illicit activity through financial data and how best to combat such crimes. The second mechanism utilised by SAMLIT to achieve its primary objective was facilitate the provision of immediate, direct and real-time assistance from the banking sector to law enforcement agencies via Tactical Operation Groups, established to combat specific high priority financial crime cases. This collaboration allows for the efficient and effective transfer of data, investigation, arrest and prosecution of criminals and the forfeiture of their proceeds of crime.

In the first year of SAMLIT's existence and facilitating enhanced collaboration between the banking sector and law enforcement partners, the following financial crime successes have been achieved:

- +3200 high quality financial reports issued by the FIC
- +37 accused arrested
- +22 criminal cases instituted
- +90 banks accounts frozen
- +R123 mill preserved/forfeited by the Asset Forfeiture Unit
- +R124 mill recovered by the Special Investigation Unit
- +R248 million recovered by the South African Revenue Service
- +58 referrals for disciplinary action against public servants
- +R600 mill recovered and returned back to the authorities.[xlix]

d) PPP Resourcing

Existing PPPs involving financial institutions can significantly contribute to reducing human trafficking and have done so in examples such as the Anti-Financial Crime Alliance (AFCA) and Project Protect. However, the PPP model to address human trafficking within the financial sector is also a fledgling concept that has much more potential to develop and move beyond merely a sidenote to the principal Anti-Money Laundering (AML) / Counter-Terrorist-Financing (CTF) supervisory regime in any given jurisdiction. This is especially so in light of the fact that financial institutions need to recognise the role of informal financial transactions in addressing the crime. In order to do so, there may be instances where the private sector needs much more support from supervisors around resource allocation as well as logistical internal support, and/or equally, the public sector would benefit from greater assistance from the private sector to achieve the goals of the PPP.

LESSONS LEARNT

Where sufficient internal public and private resourcing was not allocated to analyse human trafficking risks within financial flows, the impact of the PPP, as well as meaningful cooperation between the public and private sectors was at a low level. Financial institutions and public agencies must devote resources to establish a shared understanding of risk and to promote strong information exchange. This will involve financial investment from all partners.

TIPS: PPP Resourcing

- At the outset of creating a PPP, financial supervisors should play a key role in the PPP to assist private sector partners, which includes ensuring that there is a realistic amount of resources for financial institutions to be able to meaningfully share information about trafficking risks and provide other knowledge insight.
- Supervisors' main strategic intentions should be to harmonise supervisory reform with the knowledge and insights that stem from PPP data and stakeholder cooperation.
- Whilst the traditional view of supervisors is to enforce compliance obligations that require financial institutions to gauge an understanding of their risks themselves and consequently allocate resources based on that, if PPPs are to be used effectively to address human trafficking risks, then supervisors must also ensure that information is provided to the financial institution. PPPs should be a two-way street.
- Supervisors must play an active role in information exchange, which can strengthen the understanding of trafficking risks for financial institutions and can fill the gap between the conventional AML/CTF supervisory expectations and the specific guidance needed to prevent human trafficking as part of the PPP. The role of the supervisor is therefore instrumental in the enhancement of capacities to detect and disrupt trafficking in persons through a shared understanding of the crime and joint priorities and responses.
- Supervisors could regularly request to see risk assessments from financial institutions to ensure that both groups of partners have a shared understanding of risk and can develop this jointly where supervisors could provide ongoing feedback.
- Secondment partnership models, involving joint public and private analysts, could offer a useful resource to enable more efficient cooperation on tactical-level data sharing. This could also enhance the rate of feedback on intelligence received.

e) The Role of Law in PPPs

It is important for PPPs involving data sharing between financial institutions and public agencies to derive their power from relevant normative frameworks. The UNTOC and its Trafficking in Persons Protocol seek to enable member States to implement their provisions in order to address the crime of human trafficking emphasising the role of the private sector in this fight. However, national legislation that in turn aims to fulfil the content of the UNTOC and its Trafficking in Persons Protocol can significantly strengthen the foundations for PPPs involving the financial sector, as current promising practices such as JMLIT, the Netherlands Taskforce and FinCen Exchange have shown.

Consultations with financial sector stakeholders have shown that there are a number of challenges to creating a PPP without relevant legislation in place. These include the absence of legal certainty around the full competencies of the PPP, including not being certain of human trafficking's inclusion in the kinds of crimes to be addressed by a PPP. There are also issues around the efficiency of data-sharing in PPPs; a lack of clarity as to how data protection should be applied, as well as restrictions on the role of FIUs and additional law enforcement agencies. Without a clearly legally defined PPP on roles and responsibilities, many stakeholders have expressed the awareness of obstacles in fully realising the PPP.

LESSONS LEARNT

One lesson learnt has been that an established legal framework to establish PPPs can significantly assist in partners establishing clear aims, objectives and methodology, especially privacy restrictions which will need to be delineated from the very beginning of any PPP. It also provides the political will from stakeholders, such as governments, to cooperate to address human trafficking.

TIPS: The Role of Law in PPPs

- Member States are encouraged to create domestic legislative frameworks fully aligned with the UNTOC and its Trafficking in Persons Protocol and that provide clear routes for the development of PPPs involving the financial sector and public agencies.
- The domestic legal frameworks that form the basis for PPPs in the financial sector should also set out clear priorities around data protection. Whilst existing data protection legislation, for example, the General Data Protection Regulation (GDPR), has robust data protection provisions, it is not fully aligned to the financial crime system, such as AML/CTF. Since many financial institutions would be working from these systems to look at human trafficking risks, national data protection rules unique to the financial crime requirements must be in harmony with applicable regional and international data protection rules.
- Member States should consider enacting domestic law that allows data sharing between financial institutions and public agencies in order to address human trafficking without infringing on human rights and other laws.
- The specific function of Financial Intelligence Units (FIUs) and law enforcement in data sharing partnerships with the private sector should be delineated in law.
- Domestic PPP enabling law should also protect against any errors in data where it was reasonable to conclude that the data was accurate.

f) Knowledge Development through Typologies and Training within Financial PPPs

One challenge that financial institutions will have when partnering with public agencies such as Financial Intelligence Units is knowing what to look for to allow information sharing to be as effective as possible and to detect the techniques that traffickers use to traffic persons. Training on, and indicators of, human trafficking can therefore be extremely helpful for financial institutions, as they can clarify what they need to look for, which in turn facilitates cooperation with law enforcement agencies and FIUs.

Existing practices have shown that the development of typologies have been one of the major successes of PPPs within the financial sector between institutions, FIUs and law enforcement agencies. It has allowed a greater joint understanding of risk for the public and private sectors. PPPs within the financial sector then should ensure that knowledge development of trafficking in persons should be at the heart of any PPP and typologies, indicators and training are ways in which this can occur.

LESSONS LEARNT

Despite their importance, there are challenges in the creation of different typologies and red flags related to human trafficking within finance. For example, there is no golden bullet red flag. Human trafficking comes with a complex series of transactions and issues - funds are comingled into different crime types and therefore difficult to identify. They often evolve depending on the origin country, transit country, destination countries. Caution must therefore be taken in transplanting typologies from one context to another, as what is evident in Asia is likely not to be the same in Africa.[li]

TIPS: Knowledge Development through Typologies and Training within Financial PPPs

- Within any PPP involving financial institutions, the public sector partners should ensure that these types of institutions are fully prepared to identify relevant trafficking information.
- To allow for a consistent and accurate understanding of trafficking in persons when identifying data to share with public agencies, all parties within a PPP should derive their understanding from a solid definition of trafficking in persons (i.e. through typology development, training etc), which is in line with international law such as the UNTOC and its Trafficking in Persons Protocol.
- Geographical data should be incorporated into the information shared with the public sector, so clarity and analysis around trends and predictions can be established and contribute to forward-thinking solutions, as well as cooperation with relevant countries.
- Once a PPP has been established, typologies and knowledge development could be scaled out to increase the speed at which human trafficking sub-typologies could be produced; to create local typologies to reflect the geographical contexts of specific regions and/or specific organised criminal networks; or increase the industry-specific typologies relevant to human trafficking.
- Knowledge development should not only be limited to financial institutions and FIUs, but the process of creating typologies could also involve academic experts, NGOs and/or other organisations who have unique expertise on financial crime and human trafficking. This includes making use of existing scholarly and policy material on this issue.
- Assessment of trafficking risks and the process of knowledge development could be enhanced through the analyses of the financial aspects of historical trafficking cases. This could supplement the existing knowledge of members of the PPP and lead to a stronger understanding of the financial character of human trafficking.
- Supervisors should recognise typologies created as part of PPPs as educational and risk assessment tools for the entire financial sector, as was done with ACIP. PPP typologies have the ability to shape processes relating to the detection and investigation of human trafficking, as well as other organised financial crime, and should also be used as part of training to ensure that knowledge levels are up to date.

PROMISING PRACTICE 17

Joint Money Laundering Intelligence Taskforce (JMLIT)

JMLIT was established under Section 7 of the UK's Crime and Courts Act 2013[lii] and later updated by the Criminal Finances Act 2017[liii]. This provided a legal basis for the PPP to function and permitted the UK's National Crime Agency (NCA) to share information in order to fulfil the PPP's purpose. As a result, the public sector partners were fully invested in the PPP and played an active role in creating a strong taskforce. Therefore, the fact that JMLIT stemmed from a national legal framework has played a significant role in its success.

The work of JMLIT has included looking at human trafficking, but it has also focused on other topics such as bribery and corruption. The PPP developed around 10 typology products a year from 2015 to 2018. Given the scale of typology development within JMLIT, there is significant potential to replicate in future typologies, including creating typology sub-topics around human trafficking to expand the understanding of human trafficking.

PROMISING PRACTICE 18

Singapore Anti-money Laundering and Counter Terrorist Financing Industry Partnership (ACIP)

This PPP was established in 2017 and brings together the financial sector, regulators, law enforcement agencies and other governmental entities to work together to identify, assess and mitigate key and emerging money laundering and terrorism financing risks facing Singapore. The Commercial Affairs Department of the Singapore Police Force and Monetary Authority of Singapore co-chair the PPP and demonstrates the importance of ownership in tackling human trafficking within the financial sector at high policy and decision-making levels.[liv] This PPP has involved in creating best practice on countering trade-based money laundering (TBML), including highlighting common 'red flags' and typologies, as well as working on data analytics, where ACIP member banks have shared experiences in deploying data analytics across a variety of use cases. In its work, ACIP has indicated the crucial nature of industry and public-private collaboration to mitigate risks relating to financial (and related) crime. The PPP typologies have been incorporated into training programmes for financial institutions and also form part of university compliance elective modules.[lv]

PROMISING PRACTICE 19

Hong Kong Fraud and Money Laundering Intelligence Taskforce (FMLIT)

FMLIT was created in 2017 by the Hong Kong Police Force and the Hong Kong Monetary Authority. It works similarly to the UK's JMLIT and strives to detect, prevent and disrupt serious financial crime and money-laundering in Hong Kong. Its main purpose is to facilitate collaboration between financial institutions and law enforcement agencies to allow for the effective development of operational intelligence to help investigations. As part of the PPP, financial institutions continuously work with law enforcement agencies in meetings related to operations.[lvi]

PROMISING PRACTICE 20

The Liechtenstein Initiative / Finance Against Slavery and Trafficking (FAST)

The Liechtenstein Initiative first convened a Commission as a PPP between the Governments of Liechtenstein, Australia, the Netherlands, the UN University Centre for Policy Research (the Secretariat) and the Liechtenstein private and NGO sectors to consider how to place the financial sector at the heart of global efforts to address human trafficking. It facilitated financial sector engagement through work with survivors of human trafficking, leaders from hedge funds, banks, institutional investors, development financing organisations, trade unions, regulators, the UN and other relevant leaders. The PPP commenced in September 2018 for one year, after which it has transitioned into Finance Against Slavery and Trafficking (FAST) which still holds a PPP character to implement and advocate the countering of human trafficking within the financial sector.

FAST is therefore the second phase of work of the Liechtenstein Initiative, which identifies lessons learnt through partnerships with key stakeholders and encourages the enterprise and market level implementation of their Blueprint.[lvii]

Human traffickers often create and run a variety of banks accounts on behalf of their victims, as well as to have back-ups if certain accounts are compromised. Due to the restrictions that exist on one financial institution sharing financial crime data on customers with another, many traffickers are able to open up new accounts with different financial institutions, where customer due diligence and financial crime analysis starts from scratch.

In this sense, PPPs to address trafficking in persons within the financial sector could also allow for private-private data sharing where financial institutions could share and even analyse financial data relating to human trafficking on behalf of other financial service providers. Opening up the scope of data sharing to also include sharing between financial institutions as well as public entities would provide a much bigger picture of a trafficking network. Bringing public agencies into this type of sharing would provide more comprehensive data and allow law enforcement and private sector to follow the money throughout a much longer trafficking cycle. Anti-trafficking measures should allow for the ability to address the entire trafficking chain, not merely at the actual exploitation phase. However, this must be done carefully and with stringent and robust legal rules in place due to the risks involved in this kind of information exchange.

g) Cross-Border PPPs

According to UNODC's Global Trafficking in Persons Report of 2018 and 2020, more than half of detected trafficking victims were nationals of the states they were detected in. Yet the crime can also impact numerous other countries in many ways. Cross border cooperation and PPPs involving several territories would therefore increase the chances of reaching them. Whilst incorporating the cross-border element within a PPP is crucial, there are also a number of challenges including conflict in obligations and interpretation of risk for financial institutions within different countries; low contextual understanding of trafficking between jurisdictions; different methodologies in reporting between jurisdictions, domestic barriers on reporting, etc.

LESSONS LEARNT

The complexity of cross-border PPPs means there are many parameters to be established. Establishing working groups within and between different jurisdictions to create cross-border agreements on PPPs can be a mutually agreeable manner to deal with this. Seeking assistance from regional financial platforms, such as FATF, can also be an effective way to develop multi-jurisdictional PPPs to address human trafficking.

TIPS: Cross-Border PPPs

- Private sector partners within a PPP should have the ability to submit multi-country SARs relating to human trafficking. This should be permitted through domestic legislation, or through bilateral agreements between states that have confidence in the other party's legal and security processes.
- To strengthen the approach to human trafficking, a PPP should incorporate efficient ways in which law enforcement bodies from different partner countries can work with one another, as well with the private sector, from within a different jurisdiction to accelerate cross-border trafficking investigations.

PROMISING PRACTICE 21

Caribbean Financial Action Task Force (CTATF)

The CFATF is an organisation of states and territories of the Caribbean basin which have agreed to implement common countermeasures against money laundering, terrorism financing, proliferation financing and other related crimes such as human trafficking. The CFATF has the Plenary's authority to conduct private/public sector fora and as such lists Public/ Private Sector Collaboration on its 2021 Operational Work Plan. The CFATF works to promote the use of PPPs by Members as an effective measure to, *inter alia*, identify, target and disrupt criminal activity. It recognises that in order for jurisdictions to have a sound understanding of their money laundering, terrorism financing and proliferation financing risks, and to put proper workable Anti-Money Laundering / Counter Terrorist-Financing / Combating Proliferation Financing systems in place, that will allow effective implementation, there needs to be public/private sector engagement and discussion on the issues.

The CFATF is directly involved in two PPPs.

Financial Inclusion Task Force
The CFATF is represented on the Caribbean Initiative's Financial Inclusion Task Force (FITF) which invokes public/private sector consultations established by the Atlantic Council's Adrienne Arsht Latin American Center. The group consists of regulators from the public sector and private sector banks.

Global Coalition to Fight Financial Crime – Effectiveness Expert Working Group
Founded in 2018, the Coalition brings together different key players in the fight against financial crime and seeks to achieve its overarching purpose of mitigating financial crime by identifying key weaknesses in the current system, advocating for tangible reforms at political and policy level, and make the global anti-money laundering framework more effective. Other members are EUROPOL, FINTECH FINCRIME Exchange, Freedom Seal, Institute of International Finance, MENA Financial Crime Compliance Group, Rani's Voice, THE Sentry, Western Union, World Economic Forum, Basel Institute on Governance, European Banking Federation, RUSI, Global Financial Integrity, Crime Stoppers International, INTERPOL, Open Ownership, REFINITIV, Atlantic Council, The European Association of Corporate Treasurers.

h) The Use of Technology in Financial PPPs

Currently, PPPs within the financial sector rarely use technology. Many of the PPPs that have been outlined in this chapter follow an institutionally-approved – data-protection compliant - in-person meeting format, which has been very useful and has allowed the retention of confidentiality. It has also allowed the ability for partners to focus qualitatively on a certain number of cases. As PPPs scale out, not just with an increase in partners, but also the number of cases of trafficking to report and work on, as well as the need for data sharing in real-time, there will be a need to facilitate PPPs with additional resources, and data protection-compliant technology may be one solution.

i) Monitoring, Evaluation, Feedback and Review

Consultations with financial institutions partnering with public agencies have highlighted that there are often very little opportunities to receive feedback. In particular, where financial PPPs involve knowledge development through the creation of typologies, very few tools exist to monitor and evaluate the impact of typologies or best practice around the development of typologies. In addition, this PPP Project has shown that financial sector PPPs, in general, have weak monitoring and evaluation processes that actually measure the performance of the PPP. Monitoring and evaluating the performance can facilitate efficiency and strategic decision-making.

TIPS: The Use of Technology in Financial PPPs

- Public and private entities within a PPP could develop secure IT solutions to allow the exchange of information between each other. This could increase the amount of tactical and operational intelligence that public agencies provide to financial institutions to help with addressing human trafficking. It is important to note that full respect of data protection laws and principles must be at the heart of the technology design and implementation phases.
- Parties should use more privacy-preserving analytics.
- Emerging technology such as machine learning could be used to support cooperation between financial institutions and the public sector.
- Financial institutions should take steps to adapt to new emerging technology and provide technological training to financial crime analysts, so that they may be more effective in their transaction monitoring and competent in surveillance technologies.[lix]

TIPS: Monitoring, Evaluation, Feedback and Review

- PPPs within the financial sector should, at the outset, incorporate methods for peer learning and knowledge exchange around the process of typology creation and the content of typologies related to human trafficking.
- Collaboration across different PPPs within the financial sector could help to prevent replication and strengthen an understanding of human trafficking through more advanced typology development.
- International and cross-border PPPs could include a function that involves the identification and analyses of the variations in typologies between partnerships. This could expose contextual differences.
- PPPs should include a mechanism that allows for the collection of feedback from typology users and facilitate a peer-review process on the creation of typologies. This insight could be highly beneficial for financial institutions, law enforcement agencies and FIUs.
- Banks also need feedback to know whether their reporting is of a sufficient standard. Feedback from public agencies to financial institutions on reporting can help trust-building. Information exchange within a PPP should therefore be interactive and a two-way street.
- In addition to the creation of typologies, the insight gained from the work of the PPP could be the basis for a training programme for staff from both private and public partners, as was done by AUSTRAC through their AUSTRAC Financial Intelligence Analyst Course (FIAC).
- As has been done with JMLIT and FMLIT, PPPs to address human trafficking within the financial sector should produce qualitative and quantitative data that enables partners to measure PPP performance and impact. Indicators to evaluate performance could include the number of cases worked on; new accounts of perpetrators that have been provided to the law enforcement agency; new investigations commenced by the financial institution; the number of arrests, frozen assets and confiscations made as a result of the PPP; the identification of suspicious customers and their account closures; the number of typologies created; the number of substantive and high-quality STRs and SARs; the quality of improvements to the banking system and internal processes around addressing human trafficking risks. Ultimately, it is important to determine how essential and impactful information provided by financial institutions is for law enforcement agencies in securing evidence for successful prosecutions and convictions.

LESSONS LEARNT

An assessment of existing financial sector PPPs have shown the important role technology has to play within financial sector PPPs. This is especially so since privacy risks have been a challenge to such PPPs. Many financial institutions and public agencies have highlighted the need for special PPP funds to be able to create such technology and ensure efficient and secure sharing of data. However, given the sensitivity of financial data, this kind of technology must apply privacy by design from the commencement of the development process. Another lesson learnt is that technology within financial PPPs can help to protect victims and ensure they have the information needed to seek support, as well as facilitate the workings of a PPP that seek to dismantle human trafficking networks.

Some PPP partners have learnt the value of utilising the media and general publicity to promote the successes of the PPPs. Examples include where information acquired from a bank has helped to strengthen an investigation. Whilst this is not direct feedback to a financial institution, it more generally has allowed a law enforcement agency to acknowledge the impact a PPP has made.

j) Privacy and Human Rights Risks of Financial Sector PPPs

Information exchange within PPPs involving financial intelligence will involve the use of data that may breach privacy and human rights. In this sense, there is a need to implement safeguards within the PPP to ensure that data sharing is occurring proportionately, particularly since bank account closures as a result of financial intelligence can significantly impact the lives of ordinary people. Whilst the PPPs within the financial sector have led to huge successes in addressing human trafficking, there will be instances where innocent parties are also impacted. The impact could be much more significant than if it were a traditional criminal prosecution where daily lives are not affected until later on in the judicial process. Whilst too much public information around the financial PPPs can also jeopardise a possible investigation, the PPP must robustly balance the risk to human rights even in the preliminary stages of putting the PPP together.

TIPS: Privacy and Human Rights Risks of Financial Sector PPPs

- Rigorous privacy impact assessments should be implemented prior to the commencement and/or scaling out of PPPs.
- Clear evidence should be collected and communicated around the legitimacy of a PPP that assess customer financial and real-time data to address human trafficking.
- Where human rights may be infringed, the rationale and explanations should be based in law, evidence and be robust (such as the case law of the European Court of Human Rights where there is a small margin in which security can be a priority at the expense of certain privacy obligations).
- If necessary, information could be anonymised when sharing with law enforcement and intelligence could therefore be based on emerging trends instead.

LESSONS LEARNT

Given the impact that STRs can have – and have had - on ordinary lives, financial analysts must ensure that all reporting to law enforcement agencies as part of a PPP is based in strong evidence and a box-ticking exercise approach is avoided at all costs.

PROMISING PRACTICE 22

Anti-financial Crime Alliance (AFCA)

This PPP consists of partners including Germany's Federal Financial Supervisory Authority (BaFin), Financial Intelligence Unit, Federal Criminal Police Office and 14 banks. As a public-private partnership, these public authorities and banks are seeking to strengthen and coordinate the fight against money laundering and terrorist financing under the FIU's leadership. The strategic exchange of information on an ongoing basis is key to the success of the alliance. There is also a PPP within this PPP which involves Kommerz Bank, Oddo-BHF, HSBC, CAFV, German Federal Police.

AFCA's work has led to the creation of a handbook to enable the German financial industry to effectively combat human trafficking. The manual covers the full range of anti-financial crime compliance. It provides guidance on modifying the institution-specific risk analysis from a trafficking in persons perspective; on training; on classifying clients as high-risk clients (who must undergo enhanced due diligence); and on automated transaction monitoring. A new approach was chosen that focuses on the countries and cities involved, i.e. it assigned an increased risk to specific transaction channels, which then triggered further manual investigations by a compliance employee. As a result, highly conspicuous transactions were identified during the project work and reported to the authorities. In addition to the project work, the first banks also submitted suspicious activity reports on their own based on AFCA's indicator model.

PROMISING PRACTICE 23

Latin America Financial Action Task Force (GAFILAT)

The Latin American Financial Action Group (GAFILAT) is a regional-based intergovernmental organisation that groups together 17 countries in South America, Central America and North America. GAFILAT was created to prevent and combat money laundering, financing of terrorism and financing of the proliferation of weapons of mass destruction, through the commitment to continuous improvement of national policies against these scourges and the deepening of the different mechanisms of cooperation between member countries. It has also placed the combatting of human trafficking on its agenda and identified it as a money laundering regional threat in its 2017-2018 Report. This was a view to contributing to efforts to implement policies, mechanisms and tools to address the crime in an effective manner.

3.3. *Recommended Resources*

- FATF, 'Financial Flows from Human Trafficking'
https://www.fatf-gafi.org/publications/methodsandtrends/documents/human-trafficking.html

04

part

PPPs AND THE **TECHNOLOGY SECTOR**

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4.1. *The Role of the Technology Sector in Addressing Trafficking in Persons*

The technology sector has an important role to play in the fight against human trafficking. Technology, itself, is a valuable tool to address the crime, in which technology can be utilised to create unique and innovative solutions. In particular, during the global COVID-19 pandemic technology has facilitated the continuation of services for trafficking survivors, including legal aid, access to education and even psychosocial therapy. However, the technology sector also has a responsibility to actively address trafficking in persons since technology enables the crime and can be a facilitating tool for traffickers throughout the entire trafficking process. Furthermore, technology allows perpetrators to access the services of victims of trafficking, use certain platforms, such as social media, gaming, dating applications, to exploit these victims further and even provide new services such as live streaming of sexual acts.

Given the accelerated use of technology in all phases of the trafficking supply chain in recent years, sped up even further by the events of COVID-19 - from the recruitment of victims to transportation, to advertising and financial transactions - a more coordinated and intensified effort to ensure that technology cannot be utilised for this purpose is required from within the sector. This section provides promising practices of ways in which the sector is already addressing human trafficking, alongside additional tips which could enhance these efforts at the national and international levels.

4.2. *Maximising PPP Success and Overcoming Challenges*

a) The Development and Use of Technological Tools to Address Human Trafficking

One commonplace and potentially effective way to address human trafficking in the technology sector is through the development and use of technological tools. There are a number of growing partnerships that demonstrate how technology can contribute to the countering and prevention of trafficking in persons. However, there are also areas where tools could be improved and contexts where technology tools could fill gaps in solutions to addressing trafficking. Of note is that the private sector and NGOs were the most prominent entities to develop technology to address human trafficking and public agencies around the world instigated such initiatives far less frequently. This may have a lot to do with the resources and technical expertise that private sector is able to deploy. During this PPP Project, it was highlighted that the minimal uptake of government to create technological solutions lies in their lack of familiarity towards technology and technical expertise. There is a real need for governments to collect disaggregated data that is comprehensive and can help to better inform policies that respond to on-the-ground issues. For this reason, governments should try to collaborate with private sector and NGOs where technology could make a significant impact to the combat of human trafficking.[lxii]

TIPS: The Development and Use of Technological Tools to Address Human Trafficking

- Before any development of technology, members of a PPP should fully understand the context of the crime and stakeholder groups. For example, partners should first investigate whether a blockchain technology is realistic for victim users, as opposed to a web-based or mobile application. This could also include thinking about how issues such as gender affect access to technology.
- Partners must ensure realistic expectations around the use of technology to combat human trafficking are raised.
- Every technological tool should have a distinct objective and aim to address a particular aspect relating to human trafficking. If the application is too broad, it may not be very effective.

LESSONS LEARNT

One key lesson learnt from existing technology development processes is the need to ensure strong communication and coordination amongst different public and private sector entities, including around response approaches where data suggests that a response is needed in any trafficking context. Where robust coordination was absent, different entities created different technology even though they were trying to solve the same problem. This emphasised the need for close partnership to avoid duplication and resource wastage. Partners must also ensure that the most competent and relevant partner(s) and sector is assessing and acting upon any data received from the technology.

Another lesson learnt included the need for increased trust-building between governments and the technology sector. Low levels of governmental participation in technology PPPs to combat human trafficking highlight a need to foster strong relationships between public agencies and technology sector. Partnerships with the technology sector are particularly needed in regions where systems are not automated, making data-sharing difficult. This point was raised as one endemic in Africa during this Project.

TIPS: The Development and Use of Technological Tools to Address Human Trafficking

- Technological tools should be open access and available for free (or low subscription costs) to maximise the opportunities for use and engagement by different stakeholders. Free tools can be a valuable resource for all groups involved in preventing and countering human trafficking. Whilst business users might be able to afford to pay for these tools, victims of trafficking are part of an important user group that may not have the financial means to pay for anti-trafficking technology tools. Open access tools for victims of trafficking could help to expose the commission of the crime. Creating technology in this manner speaks directly to the objective of any PPP that seeks to protect victims of trafficking and would be key beneficiaries.
- Many of the technological tools developed within the technology sector to address human trafficking are proprietary innovations. Scaling up these innovations could significantly help to prevent and counter human trafficking. To achieve this, companies should aim to share and exchange information and technology, such as mapping of trends, victim identification etc within PPPs.
- Technology companies are often the ones associated with the development of technology, but NGOs and governments can also play a significant role in the shaping of the development of technological tools to address the prevention and countering needs against trafficking in persons. In this sense, PPPs that focus on the development of technology should involve public agencies and NGOs, as they are often overlooked in having the expertise and capabilities in the creation of software and applications.
- The impact of technology needs to be constantly measured to tailor adaptive and effective solutions to combat human trafficking.
- Governments should work further towards understanding, utilising and incentivising technology as a viable anti-trafficking solution, whilst at the same time creating obstacles in the use of technology as a facilitator of the crime. Providing training and equipment to the public sector on how to use technology effectively could help this.
- In regions where there is a boost towards using technology, biometric IDs are very important. Many victims are not taken into account within traditional registration processes. In addition, victims might not be able to access services, be identified or even eligible and there are numerous contextual reasons for this. PPPs focused on technology development should therefore be context-specific toward what is most useful in any given context.[lxiv]

PROMISING PRACTICE 24

Unseen APP[lxv]

This application was developed in the UK through collaborations between the NGO Unseen and BT Group and allows anyone, including victims, to report human trafficking to the Modern Slavery Helpline in a much easier way. The Modern Slavery Helpline was established in the UK in 2016 and according to Unseen, figures show increases in contacts to the Helpline. Impact as a result of the Helpline have included:

- More than double the number of potential victims indicated: from over 1,500 in 2017, to more than 4,100 in 2018.
- 80% increase in calls and online reports: over 1,500 in 2017, to more than 2,700 in 2018.
- Double the number of human trafficking associated cases: from over 450 in 2017, to more than 920 in 2018.
- 83% increase in referrals and signposts to law enforcement and other agencies: from over 870 in 2017, to more than 1590 in 2018.[lxvi]

The App allows for increased reporting and provides a simple guide to recognising the signs of human trafficking and reporting concerns in a confidential manner.[lxvii]

PROMISING PRACTICE 25

Project Intercept[lxviii]

The NGO Seattle Against Slavery is the lead partner in Project Intercept and has been supported by Microsoft employees who have created a chatbot to address trafficking for sexual exploitation. The chatbot waits behind fake online ads for sex, which are posted by a number of anti-trafficking non-profit organisations. The bot then responds to text messages sent to the number listed and pretends to be the person in the advert. If the person at the other end shows an intention to purchase sex, the bot sends a strong message. For example, messages can say '[b]uying sex from anyone is illegal and can cause serious long term harm to the victim, as well as further the cycle of human trafficking' or '[d]etails of this incident will be reviewed further and you may be contacted by law enforcement for questioning.' The type of warning will depend on the context. This project is now called Freedom Signal and run by Seattle Against Slavery and REST, but demonstrates its initial beginnings in an impactful partnership with the private sector.

PROMISING PRACTICE 26

PHOTODNA

Microsoft partnered with Dartmouth College in 2009 to create PhotoDNA. This is a technology that assists in locating and moving known images of child exploitation. The application is used globally by different types of public agencies, including law enforcement agents, and has aided in the detection, disruption and reporting of millions of child exploitation images.

The original PhotoDNA helped put a stop to online recirculation by creating a "hash" or digital signature of an image: converting it into a black-and-white format, dividing it into squares and quantifying that shading. It does not employ facial recognition technology, nor can it identify a person or object in the image. It compares an image's hash against a database of images that watchdog organisations and companies have already identified as illegal. IWF, which has been compiling a reference database of PhotoDNA signatures, now has 300,000 hashes of known child sexual exploitation materials. Another version called PhotoDNA Video breaks down a video into key frames and essentially creates hashes for those screenshots. In the same way that PhotoDNA can match an image that has been altered to avoid detection, PhotoDNA for Video can find child sexual exploitation content that's been edited or spliced into a video that might otherwise appear harmless.[lxx]

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b) Taking a Victim Oriented Approach in Technology Development[lxxi]

One of the gaps in PPPs within the technology sector and in technology development is the implementation of a victim-orientated approach. Many of the technology tools that are created out of partnerships have focused on supply chain management, risk management, awareness and education and data analyses, to name a few. Only a very small number of technology tools within partnerships focus on the empowerment of the victims of trafficking, including their reintegration back into legitimate work and/or safety and protection. For this reason, the technology sector could utilise their resources to collaborate with public agencies and NGOs to create tools to support victims of trafficking. Especially, resilient practices fostered by technology have been developed as part of the trafficking response during the COVID-19 pandemic.

Through technological innovation, new solutions can be created to combat human trafficking and empower survivors. Technology can allow the ability to reach out to survivors in remote places around the world. For example, certain mobile applications and satellite imagery could help with the identification of sex trafficking. Technology could also allow for the rapid dissemination of information on human

trafficking to help educate the public and potential victims of the crime. This could include providing platforms where information on safe routes of migration and the reliability of recruiters and employers are provided. Whilst victim identification is one of the more prevalent ways of using technology, the rate at which technology has been used for the protection of victims is low and should be increasingly focused upon when entities are looking to create technology-based PPPs.

Although not PPPs as such, tools such as Pantau Pjtki[lxxii]; My Labor Matters[lxxiii]; Contratados[lxxiv]; Migrant Recruitment Adviser[lxxv] and 1343 Actionline[lxxvi], could provide inspiration for how the private and public sectors could work with civil society on designing platforms. These tools have allowed workers review recruitment processes to help other migrants seeking work. These existing tools have also already assisted migrant workers and job seekers avoid exploitative labour trafficking schemes and educated them about their rights, as well as providing a way of reporting grievances. The platforms have enhanced transparency and accountability among recruiters and exposed activities such as contract substitution, document confiscation, wage theft, fraud, and the charging of illegal fees. They could therefore provide a basis for endless collaborations to assist potential victims of human trafficking and prevent human trafficking.

LESSONS LEARNT

Some victims of trafficking have stated that even with the best of intentions, PPPs that do not consult with victims directly and include them as key stakeholders of the PPP itself, end up lacking impact and do not have the most effective interventions. Victims should therefore be involved in the entire process of any victim-protection PPP.

TIPS: Taking a Victim Oriented Approach in Technology Development

When developing technology to help victims, ensure it is tailored to the specific context to ensure that it is fit for purpose and easily accessible by victims or vulnerable populations.

- Technology could be used as a preventative mechanism to protect potential victims, such as assessing the legitimacy of job advertisements and ensuring these are highlighted for groups at risk.
- Technology companies and public agencies should also focus their PPPs on how technology can help to protect victims after they have been taken out of the trafficking cycle and in addressing the crime. Examples could include using technology for victim case management and information on rehabilitation services and compensation. Services for victims could also be provided online and through video technology. Technology could also be utilised by way of e-justice mechanisms, such as video trials.

Where technology is developed to be used by victims or prospective migrant workers themselves, ensure the technology is simple and free for them to use to increase the chance of usage and to align with situations where victims may have low levels of technological and web literacy, as well as simple devices to access these technologies. Victims may need training, equipment and internet in using technology solutions.

- Stakeholders should also create technology-based PPPs that target worker engagement and empowerment, where there could be potential for exploitation.
- Active involvement of victim groups from the beginning of a PPP can ensure the most fit-for-purpose and impactful technology.
- It is important to explicitly categorise the type of exploitation a technology-based PPP is seeking to address from the outset e.g. victim protection or identification. This will assist in the effective design and implementation phases of the technology and process of PPP.
- Not all technology focused on victim protection need be technically complex. Messaging and phone systems are straightforward and can allow victims a way of getting help.
- Do not assume every victim speaks your language. Ensure that communication with victims can be done in their local language and this should be incorporated in how any victim protection initiative is designed and offered.

PROMISING PRACTICE 27

Issara Institute Golden Dreams APP[lxxvii]

This is a Trip Advisor-like app for Burmese and Cambodian workers, which the Issara Institute created in collaboration with USAID and Walmart Foundation. It functions in the Burmese language to facilitate safe migration, jobseeker empowerment, ethical sourcing due diligence and to counter human trafficking. It acts as a platform for learning and exchanging information, reviews, ratings, comments and advice about recruiters, service providers, empowers in source and destination countries. It works similarly to Yelp or Trip Advisor and focuses on topics most applicable to migrant workers.

PROMISING PRACTICE 28

Tech Against Trafficking[lxxviii]

Tech Against Trafficking is a coalition of technology companies collaborating with global experts to help prevent human trafficking using technology. The goal of this PPP is to strengthen collaboration between the private sector, civil society, law enforcement, academia, technologists, and survivors to advance and scale the use of technology to prevent, disrupt, and reduce human trafficking, as well as increase and expand survivors' access to resources. Specific technological solutions as part of this PPP have been mobile apps to identify victims of sex trafficking; satellite imagery to track down fishing vessels carrying victims of forced labour and web scraping tools to assist law enforcement find child victims of trafficking. Tech Against Trafficking has also created an interactive map of anti-trafficking tech tools that can help stakeholders find more about specific PPPs involving technology.[lxxix]

PROMISING PRACTICE 29

ID Traffickers

IdTraffickers is a PPP in the US involving Bashpole Software and Defense Advanced Research Projects Initiatives (DARPA). This is a PPP where idTraffickers software is developed to:

- Identify traffickers and victims by pulling information off the web, the dark web, and through exclusive partnerships. It rapidly processes the web, social media, databases and tips.
- Create actionable intelligence reports with evidence that are used by law-enforcement agencies to counter trafficking.
- The software aims to minimise manual processes to locate trafficking more efficiently.[lxxx]

PROMISING PRACTICE 30

University of Nottingham's Rights Lab and Planet Labs Partnership

The University of Nottingham's Rights Lab is utilising technology to identify locations where workers may be subject to slavery and to help create on the ground interventions. Rights Lab has collaborated with Planet Labs, a company using satellite imagery of the whole planet every single day. Together they have identified 55,000 brick kilns in South Asia, a location known for exploiting trafficking victims for their labour.[lxxxi]

PROMISING PRACTICE 31

SPOTLIGHT[lxxxii]

This is a project by the U.S.-based NGO Thorn. Thorn is using innovative technology in the identification of trafficking victims, especially children. It uses a tool called Spotlight, which has aided in the identification of over 14,874 child victims of sex trafficking advertised for sex services on escort sites. This tool has assisted law enforcement officials in the U.S. and Canada identify nearly 17,000 traffickers. Spotlight takes enormous amounts of data already within the public domain, particularly on escort sites, and converts it into usable data for law enforcement. The aim of Spotlight is to enhance efficiency within sex-trafficking investigations. Users have in fact seen a 60%-time reduction in investigations as a result of Spotlight.

PROMISING PRACTICE 32

A21university of Kent-Player Three Games – Ecpat PPP

A21, in partnership with the University of Kent - Centre for Child Protection, PlayerThree Games and ECPAT were awarded one of UNICEF's End Violence Against Children grants to develop and build a serious digital game aiming to prevent online child sexual exploitation and abuse by educating Children and Young People in Thailand and Cambodia. The digital game consists of two scenarios that highlight two different characters (May and Bay), in different settings (i.e. online grooming, online child sexual exploitation and abuse, child sexual abuse material, human trafficking, exploitation). PlayerThree games is an award-winning independent game development studio that develops games for groups Nickelodeon, Disney and Cartoon Network, bringing an exceptional visual and gaming component to an important trafficking and exploitation prevention message. A21 is involved in the project as a key partner bringing expertise in anti-trafficking and the local context, allowing these games to be developed for a Thai and Cambodia (Khmer) audience, in local language as well as English. A21 is also the key distributing partner with ECPAT, piloting the game in Thailand and Cambodia and train stakeholders in 2022.

c) Data and Data Ethics and Privacy within Technology-based PPP

Most technology developed to combat human trafficking will require the collection, storage and analysis of data, with some placing this at the forefront of its activities. As discussed in the supply chain section, data can be essential to understanding the crime and enhancing the ability of law enforcement agents to conduct investigations, as well as allowing other relevant stakeholders to prevent such risks in their operations. However, the process of data collection is not always easy in situations where numerous geographical locations are involved in the trafficking in persons. Technology can therefore significantly assist in this process, making data collection more efficient and potentially more accurate.

Whilst the use of technology to collect data is an important tool in anti-trafficking efforts, data privacy is particularly important in such efforts because of the data subjects involved. The traumatic situations of trafficking victims can be exacerbated if their data is mishandled and therefore increased sensitivity and precautions must be taken in these circumstances. Privacy risks can be better mitigated through PPPs with closer collaboration between companies, public agencies and civil society, where victim protection should be prioritised. Data collection must therefore be combined with a strong privacy risk mitigation strategy during the process of technology development and when producing PPP outputs.

LESSONS LEARNT

A PPP focused on developing a technology to create a comprehensive database of victim profiles within a particular region did not consider the security that was required to sufficiently safeguard specific information on real victims. Evident weaknesses in the security of the data meant that there could be risks to the victim if such information was retrieved by third parties. One lesson learnt here was that not only were necessary security protocols needed at the outset, but strong IT and technical assistance to ensure full security and strong data management was required. These teams were to work with the PPP from the outset and be subject to the same confidentiality standards as the PPP partners themselves.

TIPS: Data and Data Ethics and Privacy within Technology-based PPP

- Partners within a PPP must ensure they are able to collect data from victims without adding further trauma. The way in which this sensitive data is collected – through informed consent - and stored must be clearly and simply communicated to victim groups and include how victims can have their data deleted should they want it to be.
- Robust information security protocols and systems must be in place prior to embarking on a PPP. These systems must ensure that no unauthorised access is possible to retrieve data such as sensitive victim information.
- Technology developers should ensure full coordination and communication with all PPP partners, civil society, victims and other relevant stakeholders to ensure the application is designed appropriately and suitably for the purpose of combatting human trafficking.
- Ethical and privacy considerations must be given to the whole process of technology development, from design all the way to application.
- Ensure there is a crisis management approach in place in case data breaches do occur.
- With ethical and privacy elements in place, PPPs should involve technology development that facilitates both qualitative and quantitative data collection in order to propel behaviour changes and systemically address the crime.

PROMISING PRACTICE 33

Stanford Human Trafficking Data Lab

The Stanford Human Trafficking Data Lab is a project focused on using quantitative data and data-driven approaches to fight human trafficking. Through working with public authorities and the private sector, the Data Lab based at Stanford University, is developing a human trafficking data repository as a global model for integrating and curating existing (but disparate) administrative government data sources for new scholarship on trafficking markets, victimisation and deterrence methods. The initial project focuses on Brazil where there is a strong government partnership and where data transparency laws allow them to do their work. The repository allows the Data Lab to better understand the impact of human trafficking policies and help law enforcement and government to make more informed decisions about anti-trafficking policy.[lxxxiii]

PROMISING PRACTICE 34

Traffik Analysis Hub (TAHUB)

This is a PPP involving IBM, Stop the Traffik, Clifford Chance, Europol, Western Union, Barclays, Lloyds Banking Group, Liberty Global and UCL, as well as support from international organisations. The TAHub is a cloud-hosted data hub that enables relevant institutions to identify trafficking networks by analysing the movement of money. It brings diverse data sets together for tailored analysis of every actor across all industries and sectors to identify vulnerabilities to human trafficking. IBM uses Artificial Intelligence (AI) technology to analyse and process volumes of data from a variety of sources, whilst still upholding security and integrity. It protects data security by authenticating partners that can upload data from the wide array of sources. There have been more than 650,000 incidents reported and more than 250 analysts registered.[lxxxiv]

d) Innovative Technology Partnerships

Some of the PPPs highlighted above have shown that innovation can be highly instrumental in addressing human trafficking in a number of different ways. More specifically, technology such as blockchain and AI can also get to the heart of stopping traffickers by circumventing their practices through more direct engagement with workers to cut out unscrupulous middlemen who seek to exploit potential victims. In addition, the complexity of human trafficking means it is not always fully comprehended by the public and there is an intermixing of interpretation between connected practices such as migrant smuggling. The development of technology such as AI can be the aim of a PPP to raise public awareness of the crime. Applications such as Sweat and Toil developed by the US Department of Labor[lxxxv] is an example of a technology that allows consumers to find forced labour data, leading them to make better purchasing decisions.

Blockchain technology can also provide solutions, in cases of transnational human trafficking, to problems such as contract substitution where recruiters substitute signed contracts that were originally favourable to the worker for less favourable ones once the worker is in the destination country. Digital records within a secure platform can therefore create transparency and ownership and assist potential victims, particularly migrant workers. Contracts stored within a blockchain allows for an immutable record of the first contract provided to the migrant worker and the one that they relied upon before travelling to the destination country. Blockchain can also be useful to demonstrate that the contract adheres to the relevant law of any destination country and in a language that the worker understands.

LESSONS LEARNT

The main challenge with innovative technology such as blockchain is that the system is only as accurate and reliable as the data it receives. To alleviate this issue, some PPPs have mandated that the uploaded contracts are verified by workers along with them directly scanning documents and uploading photographs. This has reduced the risks involved with the labour agency or recruiter uploading documentation. This is the case with the Mekong Club and Diginex PPP (please see below as a promising practice). However, this brings its own challenges where workers may not have the trust, technological literacy or even accessibility and/or web coverage to upload documents and use automated recruitment processes provided to them in the sphere of a PPP.

PROMISING PRACTICE 35

eMIN[lxxxvi]

This is a partnership between the Mekong Club, a membership-based business association focused on combatting human trafficking, and a global blockchain company Diginex. It involves creating a blockchain-based system to protect workers from exploitation. This comes in the form of a mobile application, which allows for the storage of employment contracts on the blockchain. Workers that have differing degrees of technological ability can upload their information onto the system themselves. Employees are then able to access a secure copy of their contract at any time, which facilitates transparency within the recruitment process. Businesses are also then able to use the blockchain system to audit their supply chain more efficiently and reliably.

TIPS: Innovative Technology Partnerships

- PPPs should include government partners who can facilitate the use of e-contracts, rather than mandating traditional notarised contractual processes.
- Governments can play a vital role in PPPs involving the creation of innovative technology by the private sector, particularly where these technologies could be aligned to existing governmental systems.
- Strong coordination between the private and public sector is crucial when developing technology, particularly where innovative applications involve reporting and information-sharing. Technology such as AI and blockchain must be directly connected to a response strategy and system, which allows the assessment of reports of human trafficking and subsequent effective responses.
- Prior to the development of any technology, such as blockchain, companies and developers must ensure they know exactly which competent authority to send relevant human trafficking data to.
- PPPs must not simply focus on the technology development phase but ensure the implementation phase is also a part of the PPP's work with a view to creating actual solutions to combat human trafficking.

PROMISING PRACTICE 36

Coca-Cola and US Government Blockchain PPP

Another multi-stakeholder PPP involves Coca-Cola, the US Department of State and the not-for-profit Blockchain Trust Accelerator whereby the blockchain is used as a secure ledger to validate worker contracts. Through data received from the blockchain and security in contracts, Coca Cola aims to audit and review how labour agents are interacting with workers. US blockchain companies, Bitfury Group builds the blockchain platform and Emercoin provides additional blockchain services. The PPP allows for a global digital ledger and create a comprehensive registry for workers in the aim of addressing human trafficking.[lxxxvii]

PROMISING PRACTICE 37

The Blue Number Initiative[lxxxviii]

The Blue Number Initiative consists of partnerships between private sector and civil society in countries like India, Malaysia and Japan. The Initiative provides a unique identifier to be used by anyone within the food supply chain. Users could include local farmers, manufacturers, distributors or even consumers. The Initiative allows for example actors in one part of the supply chain to give their blue number to others, such as consumers, to access information about their products. The numbers connect different actors within the supply chain together, making it more transparent and allows the mitigation of human trafficking risks.

PROMISING PRACTICE 38

Bait to Plate PPP[lxxxix]

Bait to Plate Project is another private sector and civil society PPP. The Worldwide Fund for Nature in New Zealand, Australia and Fiji have partnered with blockchain venture studio ConsenSys, the tech start-up TraSeable and tuna fishing and processing company Sea Quest Fiji Ltd. The PPP focuses on the development of blockchain technology to eradicate illegal fishing and human rights abuses in the Pacific Islands' tuna industry. The blockchain tracks fish from vessel all the way to the supermarket and seeks to strengthen supply chain management as a result. Through the scan of tuna packaging, a smartphone app uncovers the story of the tuna fish, such as where the fish was caught, by which vessel and method. Consumers therefore have the assurance that no exploitation was involved in the fish supply chain.

PROMISING PRACTICE 39

Automated Due Diligence PPP

Microsoft's automated due diligence platform, known as OneVet, provides a risk-based analysis of active partners and suppliers, including the compilation, scoring, and routing of due diligence reports when risk signals may indicate the presence of corruption, human trafficking, or other human rights violations.

4.3. *Recommended Resources*

- For a comprehensive overview on how technology can be used to combat human trafficking, see OSCE's Report on 'Leveraging Innovation to Fight Trafficking in Human Beings: A Comprehensive Analysis of Technology Tools': https://www.osce.org/files/f/documents/9/6/455206_1.pdf
- List of Technology Tools and initiatives Identified by BSR: https://www.bsr.org/files/BSR_list_of_technology_tools_identified_by_tech_against_trafficking

Conclusion

This Compendium has sought to provide an overview of some of the promising practices on PPPs to prevent and counter trafficking in persons. The focus of this PPP Project was on four specific geographical regions, stakeholders from which had consistently acknowledged that human trafficking can only be addressed effectively if done collaboratively with different actors. As was highlighted in the Project, it takes a network to defeat a network. This requires multi-stakeholder solutions where in particular, public agencies should have closer working relationships with the private sector within the framework of PPPs. In addition to the four chosen geographical regions, focus in this Project was also on three specific areas across the four regions. These included the supply chain, the financial sector and the technology sector.

All in all, some of the key conclusions and recommendations included:

1. UNODC can be a key player in facilitating enhanced cooperation and trust-building between the private sector, NGO communities and governments and convene dialogues between multi-stakeholder groups.

2. There is a need for capacity-building initiatives from organisations, such as UNODC, to be delivered to the public and private sectors across the four regions to better understand the crime of human trafficking and to implement effective PPPs.

3. There should be more information exchange between and within regions and sectors to help collaborative efforts to address human trafficking.

4. Victims of human trafficking are essential actors for PPPs and should be brought in as equal partners from the outset.

5. More financial assistance and legitimate employment models via PPPs are required to help survivors and to break the cycle of human trafficking. In general, there is an increased need to focus PPPs on victim protection.

6. Technological solutions can be instrumental in the fight against human trafficking.

7. Data privacy and strong security controls must remain a priority when designing and implementing a PPP to address human trafficking, especially where technology plays a role and in the financial sector.

This PPP Project has provided insights from which both governments and the private sector can begin to create structured partnerships to address trafficking in persons. UNODC continues to ensure that the need and opportunity around PPPs as an effective solution to this crime is further implemented within the global sphere.

KEY CONCLUSIONS & RECOMMENDATIONS

FOOTNOTES

i | https://www.unodc.org/documents/data-and-analysis/tip/2021/GLOTiP_2020_15jan_web.pdf
ii | https://www.unodc.org/documents/treaties/UNTOC/COP/SESSION_10/Resolutions/Resolution_10_3_-_English.pdf
iii | https://www.unodc.org/documents/treaties/organized_crime/Final_report_English_TIP.pdf; https://www.unodc.org/documents/treaties/organized_crime/2010_CTOC_COP_WG4/CTOC_COP_WG4_2010_final_report_E.pdf; https://www.unodc.org/documents/treaties/organized_crime/2011_CTOC_COP_WG4/2011_CTOC_COP_WG4_8/CTOC_COP_WG4_2011_8_E.pdf;
iv | https://undocs.org/E/2011/30; https://undocs.org/E/2013/30
v | United Nations, Treaty Series, vol. 2237, p. 319; Doc. A/55/383. https://www.unodc.org/documents/treaties/UNTOC/Publications/TOC%20Convention/TOCebook-e.pdf
vi | https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C029
vii | Wymeersch, E. (2007). The Structure of Financial Supervision in Europe: About Single Financial Supervisors, Twin Peaks and Multiple Financial Supervisors. European Business Organization Law Review, 8(2), 237-306. doi:10.1017/S1566752907002376. p242.
viii | Ibid 243
ix | Definition taken from https://www.coe.int/en/web/moneyval/implementation/fiu
x | K. Christidis, M. Devetsikiotis, 'Blockchains and Smart Contracts for the Internet of Things' (2016) IEEE Access 4.
xi | https://www.oxfordreference.com/view/10.1093/oi/authority.20110803095426960
xii | ILO, Background Paper, 'Fighting Human Trafficking: the Forced Labour Dimensions' (2008) Background Paper 019 Workshop: 'The Roles of Employers' Organizations, Businesses and Trade Unions in Combating Trafficking for Labor Exploitation, https://www.ilo.org/global/docs/WCMS_090236/lang--en/index.htm
xiii | See the UNODC E4J University Module Series: Trafficking in Persons and Smuggling of Migrants, Module 7: Prevention of Trafficking in Persons, 'Root Causes' https://www.unodc.org/e4j/en/tip-and-som/module-7/key-issues/root-causes.html
xiv | ILO, 'Demand Side of Human Trafficking in Asia: Empirical Findings' (2008) https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_bk_pb_73_en.pdf
xv | Devin Brewer, 'Globalization and Human Trafficking' (2008) Topical Research Digest: Human Rights and Human Trafficking.
xvi | Stop the Traffik, 'Types of Exploitation' https://www.stopthetraffik.org/about-human-trafficking/types-of-exploitation/
xvii | https://www.ohchr.org/documents/publications/guidingprinciplesbusinesshr_en.pdf
xviii | https://ec.europa.eu/anti-trafficking/sites/antitrafficking/files/directive_2009_52_ec_1.pdf
xix | https://www.ohchr.org/en/professionalinterest/pages/cmw.aspx
xx | https://www.gov.uk/government/consultations/online-harms-white-paper/outcome/online-harms-white-paper-full-government-response
xxi | Nevsun Resources Ltd. v Araya 2020 SCC 5
xxii | issues_doc/un_business_partnerships/UNBusinessPartnershipHandbook.pdf (d306pr3pise04h.cloudfront.net)
xxiii | https://www.modernslaverymap.org/
xxiv | https://leadership.civicaction.ca/under-the-influence/
xxv | https://www.dhs.gov/blue-campaign/about-blue-campaign
xxvi | Contextual risk includes taking a holistic approach to risk and looking at social, environmental, financial, political risk etc.
xxvii | This lesson learnt arose on a number of occasions in all UNODC REGM discussions and in relation to the supply chain, the financial sector, as well as the technology sector.
xxviii | The following is a revised template taken from https://www.unodc.org/documents/human-trafficking/Toolkit-files/08-58296_tool_2-12.pdf focusing on multi-agency public partnerships.
xxix | This was discussed at UNODC's Africa REGM in 2021.

xxx | Victim protection PPPs were seen as crucial during all UNODC's REGMs in Mexico, Central America, the Caribbean, Africa and the Asia-Pacific. Private sector's role in creating employment initiatives was also consistently highlighted by stakeholders.
xxxi | This was raised during UNODC's Asia-Pacific PPP.
xxxii | Bali Process Compendium of Good Practices
xxxiii | https://www.baliprocessbusiness.org/approach/
xxxiv | This was highlighted at UNODC's Africa REGM in 2021.
xxxv | https://www.justice.gov.za/docs/other-docs/2019-TIP-NPF-10April2019.pdf
xxxvi | https://rm.coe.int/guidance-note-on-preventing-and-combating-trafficking-in-human-beings-/1680a1060c
xxxvii | ICAT, 'Preventing Trafficking in Persons: The Role of Public Procurement' (forthcoming).
xxxviii | This is in line with UN Human Rights Council, Resolution 23/5, 13 June 2013.
xxxix | This information was provided by Truckers Against Trafficking during the REGM on Mexico, Central America and the Caribbean, as well as stakeholder consultations. https://truckersagainsttrafficking.org/get-our-materials/#law-enforcement
xl | https://www.gla.gov.uk/media/4200/apparel-and-general-merchandise-public-private-protocol-november-2018.pdf
xli | https://sustainablehospitalityalliance.org/
xlii | https://sustainablehospitalityalliance.org/
xliii | financial Flows from Human Trafficking (fatf-gafi.org)
xliv | See UNODC Asia-Pacific Post-REGM Report https://www.unodc.org/res/ngos/unodc-engages-public-private-partnerships-in-the-fight-against-human-trafficking_html/UN_CS_PPP_report2_march2021_final1.pdf
xlv | Fintel Alliance, https://www.austrac.gov.au/about-us/fintel-alliance#:~:text=In%202017%20AUSTRAC%20launched%20Fintel,financing%20and%20other%20serious%20crime.&text=support%20law%20enforcement%20investigations%20into%20serious%20crime%20and%20national%20security%20matters.
xlvi | This lesson learnt was provided by a number of financial sector entities who had been involved in PPPs during this project's stakeholder consultation process.
xlvii | https://www.fintrac-canafe.gc.ca/emplo/psr-eng
xlviii | This text was extracted from an article written and provided to us by a participant of the Mexico, Central America and Caribbean REGM fromScotiabank: 'Project Shadow: AML Investigations into Online Child Sexual Exploitation' https://www.acamstoday.org/project-shadow-aml-investigations-into-online-child-sexual-exploitation/
xlix | This information was provided by a SAMLIT partner organisation which participated in UNODC's Africa REGM in June 2021.
l | See FATF Recommendation 2 which stated that countries should cooperate and coordinate between relevant authorities to ensure the compatibility of AML/CTF requirements with data protection law and related provisions.
li | This was a key lesson learnt highlighted in the financial sector discussion at UNODC's Asia-Pacific REGM.
lii | Section 7 of the UK's Crime and Courts Act 2013
liii | Criminal Finances Act 2017
liv | The Association of Banks in Singapore, ACIP https://abs.org.sg/industry-guidelines/aml-cft-industry-partnership
lv | https://www.mas.gov.sg/regulation/anti-money-laundering/amlcft-industry-partnership-acip
lvi | Hong Kong Monetary Authority, 'Fraud and Money Laundering Intelligence Taskforce Launched' https://www.hkma.gov.hk/eng/news-and-media/press-releases/2017/05/20170526-3/
lvii | Liechtenstein Initiative https://www.fastinitiative.org/
lviii | https://menafccg.com/

lix | This was discussed during UNODC's Africa REGM.
lx | file (gafilat.org)
lxi | http://www.atina.org.rs/en/behind-screens-analysis-human-trafficking-victims-abuse-digital-surroundings
lxii | This information was provided during UNODC's Asia-Pacific REGM in March 2021.
lxiii | This was highlighted at the UNODC Asia-Pacific REGM in 2021.
lxiv | This was discussed during UNODC's Africa REGM in 2021.
lxv | https://www.modernslaveryhelpline.org/about/unseen-app
lxvi | https://www.unseenuk.org/news/55
lxvii | https://www.unseenuk.org/
lxviii | https://freedomsignal.org/our-story
lxix | Please note however that although this may be illegal in some national contexts, it is not the case in every jurisdiction.
lxx | https://www.microsoft.com/en-us/photodna; https://news.microsoft.com/on-the-issues/2018/09/12/how-photodna-for-video-is-being-used-to-fight-online-child-exploitation/
lxxi | UNODC has also fostered youth involvement in the development of technological solutions to address trafficking in persons, including in Africa through the Education for Justice / E4J initiative.
lxxii | http://pantaupjtki.buruhmigran.or.id/
lxxiii | https://www.mylabormatters.com/about-us
lxxiv | http://contratados.org/en
lxxv | https://www.recruitmentadvisor.org/; http://mfasia.org/philippine-launch-of-migrant-recruitment-
xviii | adviser-and-hamsa-complaints-mechanism/
lxxvi | https://1343actionline.ph/
lxxvii | https://www.issarainstitute.org/issara-labs
lxxviii | https://techagainsttrafficking.org/
lxxix | https://techagainsttrafficking.org/interactive-map/
lxxx | https://www.idtraffickers.com/
lxxxi | https://www.planet.com/company/
lxxxii | https://www.thorn.org/spotlight/
lxxxiii | https://kingcenter.stanford.edu/research/initiatives/stanford-human-trafficking-data-lab
lxxxiv | https://www.traffikanalysis.org/
lxxxv | https://www.dol.gov/general/apps/ilab
lxxxvi | https://eminproject.com/
lxxxvii | https://www.reuters.com/article/us-blockchain-coca-cola-labor-idUSKCN1GS2PY
lxxxviii | https://bluenumber.org/about/
lxxxix | https://www.wwf.org.nz/what_we_do/marine/blockchain_tuna_project/

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