



*Capitalization  
of 9 YEARS  
of experience*

# TO COMBAT TRAFFICKING IN HUMAN BEINGS



**Euro-Mediterranean  
Anti-Trafficking  
in Human Beings**



**synergies  
coopération**  
Développement Justice  
Droits de l'homme



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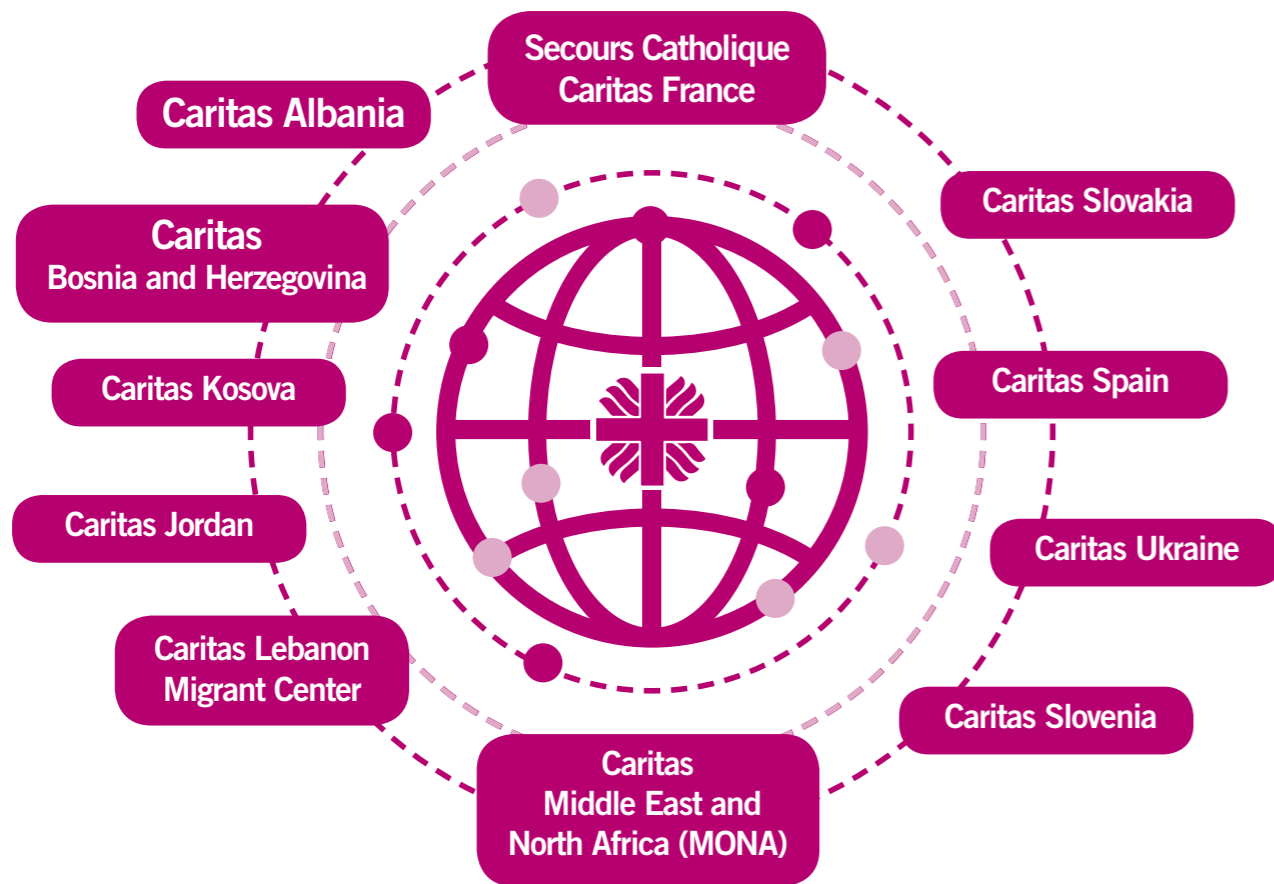


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#### LIST OF ACRONYMS

<b>COATNET:</b>	Christian Organisations Against Trafficking in Human Beings
<b>DAPI:</b>	International Action and Advocacy Division of Secours Catholique Caritas France
<b>GRETA:</b>	Group of Experts on Action against Trafficking in Human Being
<b>UN:</b>	United Nations
<b>UNHCR:</b>	UN Refugee Agency





## EXECUTIVE SUMMARY

From September 2011 to December 2019, 15 Caritas network organisations joined forces in the Euro-Mediterranean Anti-Trafficking Network, under the impulsion of Secours Catholique Caritas France. After nine years of intervention, the Secours Catholique Caritas France and other members of the network have decided to capitalize on their practices and working methods, in order to document their innovative and successful practice, to share the lessons learned from this multi-national experience at national, regional and international levels; and to promote the implementation of successful methods in future projects. This report presents the results of the capitalization process, held from September 2019 until December 2019.

After an initial period of about ten years during which bilateral contacts were developed between several Caritas on the subject of trafficking, a meeting in 2011 made it possible to formalise the idea of creating a network, the initial objective of which was to strengthen the capacities of its members.

Three phases followed one another:

**2011 / 2013**

a first phase whose objective was to better understand each other's projects and strengthen capacities.

**2014 / 2016**

a second phase in which Caritas increased their capacities and launched advocacy activities

**2017 / 2019**

a third phase aiming to reinforcing cooperation and strengthening advocacy.

The members of the network have evolved over the past nine years. Some joined the network, some left the network, most however remained in the network. The main reasons that have led organizations to join



the network include the lack of programmes and expertise on human trafficking in their country, while the need to develop projects had raised in the context of increased migrations and population movements; the consideration that membership may improve the quality of already existing national projects; and the transnational nature of the human trafficking phenomena. Four organizations left the network during its implementation, due to the lack of funding of their national projects, the existence of more urgent issues at the national level, the difficult legislative context that may lead to the criminalization of victims, or, in one case, the fact that the target that had been set for victims' support was met at national level. Nonetheless, most of the partners have been present in the network since its creation.

Two main reasons explain commitment:

- The evolution of the context, particularly the new conflict situations, such as Syria and Ukraine
- The impact of activities, which resulted in concrete added value for partners and their organisations: Better skills, increased visibility, and new partnerships at national, regional and international levels.

In terms of coordination and management, several methods have been tested. It was important to put in place working methods that ensure effective coordination. Several coordination methods have been tested, but none seemed ideal. One of the most positive elements was the adaptability of the methods, to avoid remaining in a paralyzed system, while Secours Catholique Caritas France's continuous support and leadership from its inception to the present day was considered as a significant added value. During the programme, the decision-making process became fully participatory and democratic: strategies, activities and coordination system were identified and developed during a joint workshop involving almost all partners. The choice of the theme for the third phase was based on what was common to all members: the issue of

child trafficking. Several communication tools were developed for internal and external purposes. Members appreciated the respect and tolerance shown by other partners during the discussions.

Caritas member organisations have improved their capacities and are now able to transfer those new skills to other experts and volunteers in their organizations, and to implement new practices. This has led to a significant improvement in the protection of vulnerable victims of trafficking and their access to services, particularly women, children and vulnerable population. At national and international levels, Caritas organizations have increased their visibility, which has created new links or reinforced existing ones with public authorities, allowing the issue of trafficking to be better addressed. Joint awareness-raising and advocacy activities have had very strong impact at national and international levels: the results of the joint action-research, based on the members' contributions, were shared and included in reports from international organizations. In addition, the strengthening of links between Caritas has contributed to the emergence of new projects between countries to strengthen the fight against trafficking.

Although funding for the network from the Secours Catholique Caritas France will end at the end of the third phase, a number of positive results induced by the network will remain. Firstly, the network partners know each other well and are able to communicate with each other easily in case they need information or support. Secondly, human trafficking is now included in projects as a cross-cutting issue, in projects to support migrant populations in their respective countries. Thirdly, the participation in other international networks has been and will continue to be strengthened. Fourthly, cross-border anti-trafficking initiatives will continue to be developed projects between Caritas organizations. Finally, the Euro-Mediterranean network's collaborative processes and experiences were considered so positive that they led to the creation of a new working group on the theme of migration, which includes several members of the network.



## A FEW TIPS to draw on the experience of the Euro-Mediterranean Anti-Trafficking Network

### BELONGING TO A NETWORK

- A network is not static: members can change over time;
- The change of person in charge within the associations does not prevent the network from continuing, as long as the information is transferred;
  - The member organizations of the network learn from each other even if they implement very different activities in the same sector;
  - The added value of the network's activities on Caritas members motivates them to stay and get involved;
  - Members who do not (or no longer) have activities at the national level are more likely to leave the network;
- The rapid evolution of the context and the lack of dedicated resources can lead to a reorientation of activities and the departure of members to meet urgent needs.

### COORDINATING AND MANAGING A NETWORK

- For a network to last, it must be flexible and able to adapt to its members;
- The roles and responsibilities of each network member must be clear to avoid misunderstandings and frustrations;
  - All partners must be involved in decision-making and each member must have roles and responsibilities to take ownership of the network;
- Communication tools are important, and time must be specifically dedicated to this activity;
- Although the network is a professional product, contact between members must be pleasant: it must also be built on personal, even friendly communication.

### RESULTS OF A NETWORK

- A network should not try to work on too many themes, but should identify a subject that is common to most, if not all, members;
  - If capacity building activities are implemented, it is important to choose training topics that people can apply when they return to their respective countries;
  - The involvement of public authorities and national associations in the activities carried out by a member on behalf of the international network helps to strengthen its visibility and legitimacy, and creates lasting and impactful links for the benefit of beneficiaries;
- A better knowledge of the problems of other countries makes it possible to develop joint projects.

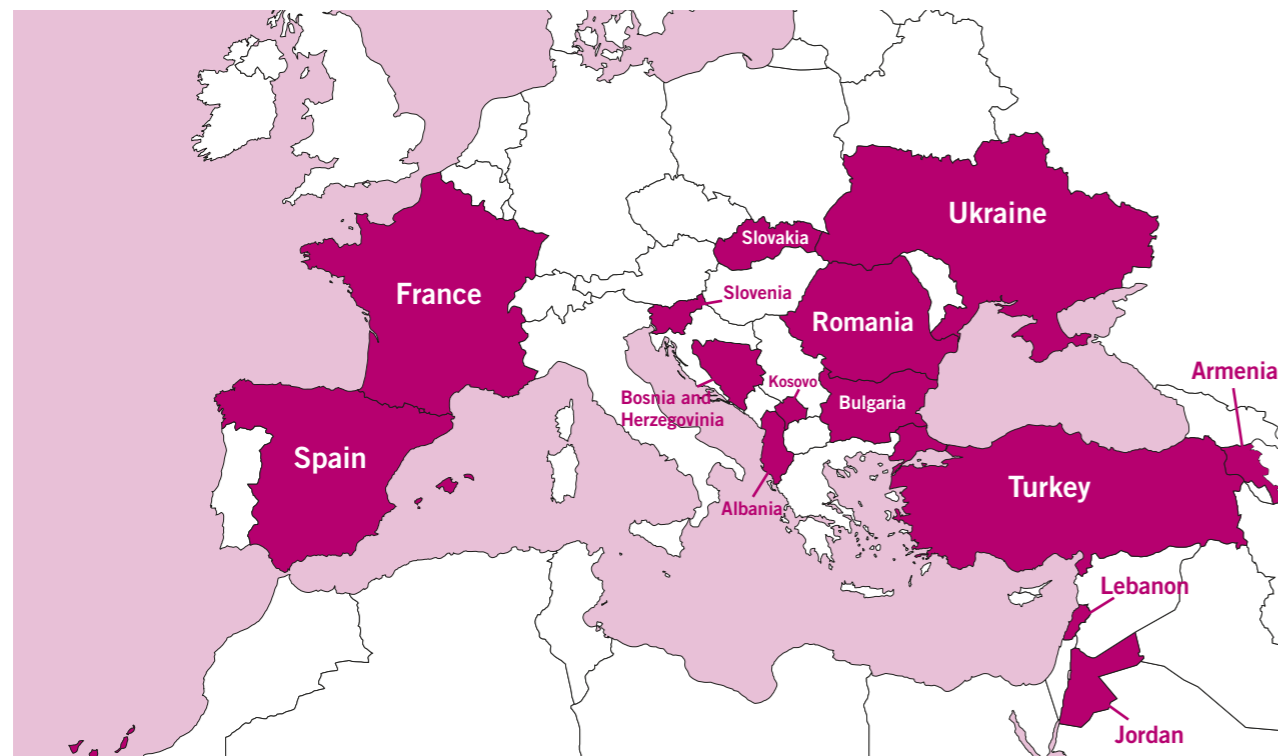


1

## INTRODUCTION

- 1.1. Brief presentation of the network
- 1.2. Capitalization objectives and methods





■ Countries of implementation of the network

From September 2019 to January 2020, Synergies Cooperation, a consultancy agency specialized in Human Rights and Research, has conducted the capitalization of the Euro-Mediterranean Network to Combat Trafficking in Human Beings, implemented by members of the Caritas network. The capitalization is commissioned and piloted by the Asia/Eastern Europe Desk of Secours Catholique Caritas France with methodological accompaniment of F3E.

**1.1. BRIEF PRESENTATION OF THE NETWORK**

From September 2011 to December 2019, 15 Caritas organizations of the Euro-Mediterranean region have participated in the implementation of a joint anti-trafficking network at different points of time: Caritas Albania, Caritas Armenia, Caritas Bosnia and Herzegovina, Caritas Bucharest / Romania, Caritas Kosova, Caritas

Jordan, Caritas Lebanon<sup>1</sup>, Caritas Middle East and North Africa<sup>2</sup>, Caritas Ruse / Bulgaria, Caritas Slovenia, Caritas Slovakia, Caritas Española, Caritas Turkey, Caritas Ukraine, and Secours Catholique Caritas France.

Since its creation in 2011 and during the three implementation phases (2011-2013, 2014-2016 and 2017-2019), Secours Catholique Caritas France provided technical guidance as well as funding for the program. Caritas Española has contributed to the funding of the program during the last implementation phase 2016-2019.

Three other members of the Caritas Network participated in the activities, without being officially network members: Catholic Relief Service, Caritas Italy and Caritas Europa.

The following graph presents the evolution of network members:



■ Evolution of network members

1. In the first and second phases, the partner was Caritas Lebanon Migrant Center. In the third phase, the partner was Caritas Lebanon.  
2. Caritas Middle East and North Africa is a regional office.

Many activities have been implemented over the years.

- 15 study visits have been conducted in several countries to present the activities implemented at national level by Caritas partners in the field of human trafficking, including on the identification of victims and potential victims of trafficking, the reintegration of victims of trafficking and awareness-raising;
- Training sessions, workshops and conferences have been organized to raise the capacities of partners on different aspects of human trafficking – including the situation of child victims of trafficking, the link between human trafficking and conflicts, and cyber-trafficking –, as well as advocacy, communication and prevention of burnout;
- Joint awareness-raising campaigns have been initiated and communication tools have been produced;
- Two action-researches, based on information provided by partners, have been published and presented at international and regional levels<sup>3</sup>.



■ Types of activities implemented



■ Group work during the capitalization workshop

**1.2. CAPITALIZATION OBJECTIVES AND METHODS**

After nine years of intervention, Secours Catholique Caritas France and other members of the network wish to:

- Document the innovative or successful practices and work methods implemented by the network;
- Draw good practices in terms of capacity building and network training;
- Share what has been learned from this multi-national

experience at national, regional and international levels ;

- Promote the implementation of the methods that have been considered successful in future projects.

**A few words on capitalization:**

Capitalization is a collective, inclusive and non-judgmental process. Its aim is to reflect on past activities – successes and challenges – to highlight and promote experiences and good practices, and to produce

3. More information on the evolution of the network is provided infra, Section 2.1. "The key moments of the network".

documents in order to share knowledge and learn from each other. Capitalization is not about knowing whether or not things have been done well in a program: it is about understanding whether the network has produced added value and where and how that added value has been produced. Capitalization is thus not an evaluation.

For a network, capitalization allows to consolidate a collective experience and to capitalize on knowledge for other structures<sup>4</sup>.

In order to answer those questions, the following methods were used:

- A review of literature, including information regarding the activities, strategies, action plans, training reports, action-researches, and communication and education tools produced during the nine years of implementation;
- Semi-structured interviews with 14 network members, representing 12 Caritas<sup>6</sup>. These interviews aimed at presenting the objective of the capitalization and at preparing the capitalization workshop;
- A 2-day capitalization workshop in Kosovo, attended by 14 people, representing 10 Caritas. The workshop was divided into two parts: the first day focused on regional and international good practices; the second day focused on national good practices. Good practices sheets have been drafted by each Caritas during the participatory workshop, sharing and commenting each other's work to improve their sheets. Each Caritas selected the good practice that had the greatest impact for them at the national level;
- Individual exchanges with each Caritas to finalize their good practice sheets.

Good practices sheets are presented in Section 8 of the report. All information presented in the content of the report are based on the discussions held during the capitalization workshop and/or on individual discussions held with Caritas members.

**THIS REPORT FOCUSES ON THREE MAIN AXES, SET OUT IN THE TERMS OF REFERENCE<sup>5</sup>:**

- Organizational focus, including the building, the coordination, the communication and the assessment of the network;
- Focus on methodologies and collective learning processes, including the impact of capacity-building activities and the methods used to share knowledge;
- Thematic focus on human trafficking, including the impact of the network regarding the situation of victims of trafficking.



4. For more information on capitalization, see F3E, Kit de formation de formateurs à la capitalisation d'expériences (in French), available at: <https://f3e.asso.fr/ressource/kit-de-formation-de-formateurs-a-la-capitalisation-des-experiences/> (last access 23 December 2019).

5. See the complete list of questions in Appendix 1.

6. Two Caritas partners did not participate in the capitalization. Caritas MONA could not participate in the workshop and was not available during the capitalization mission. Caritas Bucharest /Romania's human resources had changed: when the capitalization mission took place, there were no more human resources within the association who had been involved in the project.

2011 / 2019  
9  
YEARS

2017 / 2019  
3<sup>RD</sup>  
PHASE

2011 / 2013  
1<sup>ST</sup>  
PHASE

2014 / 2016  
2<sup>ND</sup>  
PHASE

2

**THE KEY MOMENTS OF THE NETWORK**



The network has evolved during its first nine years of existence. Some members have joined the network during its implementation. Some others have left. Activities have also progressed: while the first phase

mostly aimed at presenting each other's activities in the anti-trafficking field, the following phases enabled the network to strengthen the partners' capacities and to implement important advocacy activities<sup>7</sup>.



**BEFORE 2011**  
Several initiatives to combat trafficking in persons taking place at bilateral level

In the ten years preceding the World Social Forum, several anti-trafficking projects were implemented by Caritas members at national level, with the support of the Secours Catholique Caritas France in Albania, Bulgaria, Kosovo, Romania, and with the joint support of Secours Catholique Caritas France and Caritas Española in Ukraine. Caritas members working in the anti-trafficking sector have been regularly invited by the Secours Catholique Caritas France to participate in international meetings.

1

**FEBRUARY 2011**  
WORLD SOCIAL FORUM

In 2011, at the World Social Forum in Dakar, Senegal, several Caritas organisations discussed their national projects and discovered that they were all implementing anti-trafficking projects. Under the impulse of Secours Catholique Caritas France, they decided to form a network: the Euro-Mediterranean Anti-Trafficking Network was born. A first regional initiative was implemented between Kosovo and Albania in September 2011.

2

**2011 / 2013 - FIRST PHASE:**  
KNOWING EACH OTHER AND LAUNCHING THE FIRST COMMON CAMPAIGN

10 Caritas organisations participated in the first phase of the network: Armenian Caritas, Caritas Albania, Caritas Bosnia and Herzegovina, Caritas Bucharest / Romania, Caritas Kosova, Caritas Lebanon Migrant Center, Caritas Ruse / Bulgaria, Caritas Turkey, Caritas Ukraine and Secours Catholique Caritas France. This phase aimed to better understand each other's projects. Several activities were implemented, including study visits, workshops and conferences, a summer camp and awareness-raising activities. In 2013, Caritas members jointly created a poster to alert public opinion about child begging. The poster has been translated into all languages. This campaign was the first common tool created jointly by the members and disseminated.

3



7

**2011 / 2019:**  
THE NETWORK HAS BEEN IMPLEMENTED FOR 9 YEARS

Since its creation, 18 Caritas participated or were members of the Euro-Mediterranean network: Caritas Albania, Armenian Caritas, Caritas Bosnia and Herzegovina, Caritas Bucharest / Romania, Caritas Española, Caritas Europa, Caritas Italy, Caritas Jordan, Caritas Kosova, Caritas Lebanon, Caritas Middle East and North Africa, Caritas Ruse / Bulgaria, Caritas Slovenia, Caritas Slovakia, Caritas Turkey, Caritas Ukraine, Catholic Relief Services and Secours Catholique Caritas France.



6



**2017 / 2019 - THIRD PHASE:**  
REINFORCING COOPERATION AND STRENGTHENING ADVOCACY

In 2016, a workshop was organized to jointly develop the new phase of the programme. The new program began in 2017. Four members left the network: Armenian Caritas, Caritas Ruse, Caritas Bucharest and Caritas Turkey. Four new members have joined: Caritas Española, Caritas Jordan, Caritas Middle East and North Africa and Caritas Slovakia. Several training courses, meetings and conferences were organised: in Ukraine, Bosnia and Herzegovina, Albania, Jordan, and finally Kosovo, to present the new action-research «Invisible Children / An Unpunished Crime: Act against exploitation and trafficking in human beings», based on national researches conducted in the framework of the network, national experiences, and expertise of Caritas partners.

5



**JUNE 2015:**  
PUBLICATION OF AN ACTION-RESEARCH

An action-research "Trafficking in human being in conflict and post-conflict situations" was published on the basis of information provided by the members of the network. This publication was presented at the local, national and international levels, including to the UN Special Rapporteur on Trafficking in Persons and the International Organization for Migration, allowing several Caritas members with partners to participate in the 29<sup>th</sup> session of the Human Rights Council.

4

**2014 / 2016 - SECOND PHASE:**  
STRENGTHENING CAPACITIES AND INITIATING ADVOCACY

A new phase began in 2014. All members remained in the network, joined by Slovenia. The new phase aimed to build capacity and advocate at the national, regional and international levels. Several meetings and conferences were organized: in Spain, Turkey, Lebanon, Albania and Slovenia. The network regularly published newsletters to communicate internally and externally on the anti-trafficking activities of network members at the national and regional levels.



7. This section is based on an interactive timeline that has been created for the capitalization workshop, available at: [https://cdn.knightlab.com/libs/timeline3/latest/embed/index.html?source=10XbnmSyPp8JdgW8vJ6fLHvFO3i1VD-h4eOo5pGHyeK94&font=Default&lang=en&initial\\_zoom=2&height=650](https://cdn.knightlab.com/libs/timeline3/latest/embed/index.html?source=10XbnmSyPp8JdgW8vJ6fLHvFO3i1VD-h4eOo5pGHyeK94&font=Default&lang=en&initial_zoom=2&height=650) (last access 23 December 2019).





### 3

## BELONGING TO THE NETWORK

- 3.1. Entering the network
- 3.2. Staying in the network
- 3.3. Leaving the network



The members of the network have evolved over the past nine years: five organizations joined the network during implementation, four organizations left it. Most of the partners, i.e. about ten Caritas, have been present since its creation.

### 3.1. ENTERING THE NETWORK

Caritas organisations entered at different times in the network's life: at the beginning of the first phase (10 Caritas), at the beginning of the second phase (1 Caritas) or at the beginning of the third phase (4 Caritas).

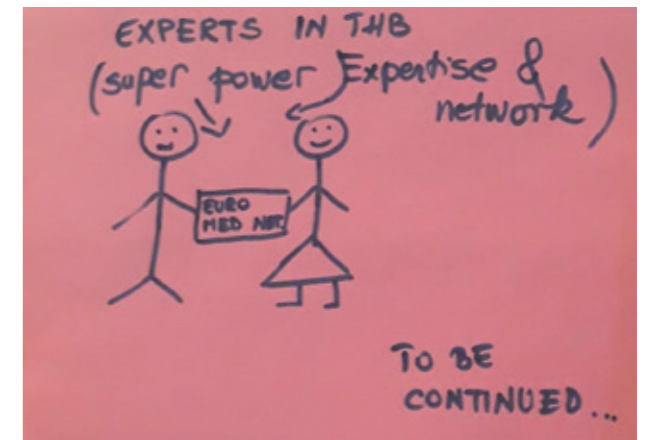
There were many reasons to join the network and create or strengthen synergies with other Caritas. Several Caritas organisations shared the same diagnosis: there was a lack of programmes and expertise on human trafficking in their country. Although some organisations were already implementing projects, they have expressed a desire to bring their expertise in the field of human trafficking to a higher level in order to be able to better deal with this phenomenon. Indeed, they perceived membership of the network as a way to improve the quality of their national projects. As a result,

Caritas organisations were interested in learning more about the projects that other members were implementing at the national level and in acquiring new skills through training and exchanges. Moreover, considering that trafficking in human beings is a transnational organized crime, it requires concrete actions at the regional and interregional levels to better understand the phenomenon and achieve better results.

Although each Caritas implemented very different activities, this was not considered a challenge. For example, some partners focused on prevention and awareness-raising campaigns, others provided services directly to victims of trafficking. Organizations appreciated learning of different types of activities that could be implemented in their own context.

In some countries, participation in the network is closely linked to the changing context, as trafficking in human beings has become an urgent problem. Population movements have been increasingly frequent in recent years, while migrant populations are particularly at risk of being trafficked.

opportunity to present their activities and work at the United Nations in Geneva. In addition, some Caritas members have joined anti-trafficking networks in which they had never participated before, such as the international network Christian Organisations Against Trafficking in Human Beings (COATNET). At the national level, several Caritas have become key actors in anti-trafficking networks. Participation in the Euro-Mediterranean network has thus made Caritas partners relevant actors in the fight against trafficking in human beings. Partners indicated that these important results motivated them to stay in the network and continue working together on this theme.



Picture drawn during the capitalization workshop

### 3.3. LEAVING THE NETWORK

Four Caritas members left the network at the beginning of the third phase of the network. Although those who were interviewed indicated that they were still interested in the subject<sup>9</sup>, they decided to leave for a number of reasons:

- There is no longer any anti-trafficking project at the national level due to lack of funding;
- Other more urgent issues at the national level include

the assistance and reintegration of refugees as a result of the current crisis, and the lack of staff to meet all needs;

- The country's legislation does not protect the rights of victims of trafficking and can lead to legal action against victims, which has discouraged Caritas from identifying this target group;
- The target that had been set for victims of trafficking support was met.<sup>10</sup>



**“We joined the network in 2016 due to the large and growing presence of refugees and migrants, while this issue has received very little attention from the authorities and civil society in the country.”**

Ms Lana Snobar, Caritas Jordan



**“We left the network because of the growing need to support refugees, especially children, during and after the Syrian refugee crisis. We wanted to focus more on the field that required our imminent attention.”**

Ms Belinda Mumcu Cinar, Caritas Turkey

### 3.2. STAYING IN THE NETWORK

Most partners have remained in the network since it was implemented, even when staff changed over time. Several reasons explain this commitment: the evolution of the context and the impact of activities.

The network was set up in times of crisis. Due to the number of new conflict situations, including in Syria and Ukraine, the phenomenon of trafficking in human beings has been on the rise in many countries of the Euro-Mediterranean region. Because more and more victims of trafficking have been identified, due to an increasing number of activities, the need to continuously improve Caritas activities and support to beneficiaries has never ended.

The implementation of activities within the network has had a concrete added value for partners and their organisations. Firstly, partners have improved their skills: they have learned about other forms of trafficking, the different groups of victims, the type of support that can be provided, etc. Their capacities have been strengthened and they have become experts in the field themselves. As a result, external stakeholders began to contact them for assistance.

Secondly, Caritas visibility has increased, and partners have begun a new cooperation with other public organisations and institutions at national, regional and international levels<sup>8</sup>. Through the publication of the action-research «Trafficking in Human Beings in Conflict and Post-Conflict Situations», several Caritas had the

However, as some have pointed out, realities are changing. The need to re-enter the network may reappear

quickly, which may lead to the need to re-enter the network in the future.

## LESSONS LEARNED

- A network is not static: members can change over time;
- The change of person in charge within the associations does not prevent the network from continuing, as long as the information is transferred;
- The member organizations of the network learn from each other even if they implement very different activities in the same sector;
- The added value of the network's activities on Caritas members motivates them to stay and get involved;
- Members who do not (or no longer) have activities at the national level are more likely to leave the network;
- The rapid evolution of the context and the lack of dedicated resources can lead to a reorientation of activities and the departure of members to meet urgent needs.

9. Out of the four Caritas who have left, only one has not been participated in the capitalization.

10. In the anti-trafficking sector, the United States Trafficking in Persons report sets out several ranks, depending on the level of compliance with the minimum standards for the elimination of trafficking.

8. See more information on this result in Section 5.3.





4

## COORDINATING AND MANAGING THE NETWORK

- 4.1. A coordination mechanism that has evolved over time
- 4.2. A transparent and democratic decision-making process
- 4.3. A variety of tools to communicate



### 4.1. A COORDINATION MECHANISM THAT HAS EVOLVED OVER TIME

It is not always easy to coordinate a network of organizations from about ten countries: each country must address its own priorities and specific context. In order

for members from different countries to participate effectively in the network, it was important to put in place working methods that ensure effective coordination.

Several coordination methods have been tested:

PHASE 1	PHASE 2	PHASE 3
<p><b>COORDINATION</b> One coordinator, paid by the project</p> <p><b>BUDGET</b> Each partner receives a small budget to implement network activities</p> <p><b>MAIN DIFFICULTY</b> there were different levels of participation between countries, leading to frustration from those who were more involved and implemented more activities</p>	<p><b>COORDINATION</b> One coordinator and three regional coordinators, paid by the project</p> <p><b>BUDGET</b> Other partners not paid to implement network activities (newsletter, website, reserch-action, etc.)</p> <p><b>MAIN DIFFICULTY</b> several partners had voluntary work that demanded a lot of commitment, leading to frustrations, and some felt less involved than others</p>	<p><b>COORDINATION</b> One coordinator, paid by the project</p> <p><b>BUDGET</b> Network activities are directly paid by the project. Funds to those who implement activities (training, study visits) in their countries</p> <p><b>MAIN DIFFICULTY</b> not all Caritas implemented training and study visit activities, leading to differences of involvement.</p>

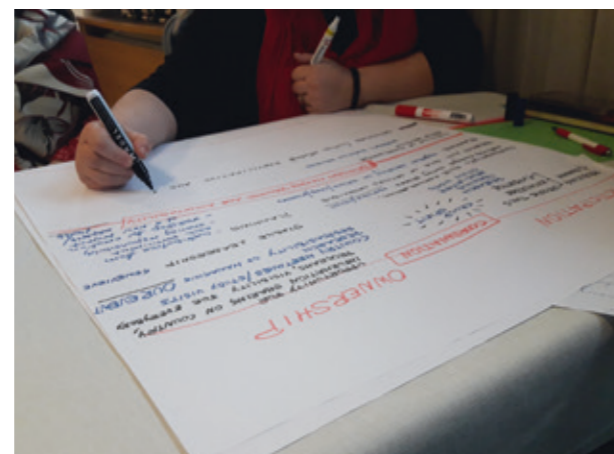
■ Evolution of the coordination mechanism

Although these different methods have been tested, none seems to be better than the others. Each of these systems has both positive and negative elements. One of the most positive elements of these 9 years of coordination is the adaptability of the methods: when one coordination method has shown its limits, another method has been tested, etc. This avoided remaining in a closed and paralyzed system. It should be noted that, despite the change in methods every three years, Secours Catholique Caritas France has always been present and has continued to provide leadership to the network from its inception to the present day. This element of stability in the internal organisation of the network was considered as a significant added value.

The roles and responsibilities of each network partner were clear. This was facilitated by the fact that work descriptions were written for each partner. In addition, although roles were identified, some flexibility was applied: it was possible to discuss and review, to a certain extent, the tasks assigned during the implementation of the program.

Partners were able to take ownership of the network and its activities. This was made possible by the existence of several factors:

- A workshop, using participatory working methods, was organized to develop the programme and the coordination system<sup>11</sup>;
- Face-to-face coordination meetings were held whenever there was a common event, which made it possible to jointly plan activities and to follow up;
- The information regarding the activities was shared to the partners, through on-line tools<sup>12</sup>;
- There was a good atmosphere and a good spirit between network partners, encouraging respect and professional exchange.



■ Group work on coordination, decision-making process and communication during the capitalization workshop

11. See more information on this result in Section 5.3.  
12. See infra Section 4.3. on communication.

### 4.2. A TRANSPARENT AND DEMOCRATIC DECISION-MAKING PROCESS

After several years of implementation, partners expressed that they wanted to be more collectively involved in the choice of strategy and activities to be implemented. A new methodology was put in place before Phase 3, so that the choices made about the direction and activities of the program would use democratic and participatory methods. A workshop was organized in 2016 with almost all members of the network. All the activities of the third phase of the program were built and planned in this way: members were able to express themselves and participate in the construction of the new phase. The objectives, activities and methodology were decided jointly and transparently.

In order to ensure that the activities were of interest to all members of the network, the choice of the theme for the third phase was based on what was common to all members: the issue of child trafficking. Then, the main activities logically emerged from this choice, including training on child protection, training on cyber trafficking and action-research on child trafficking.

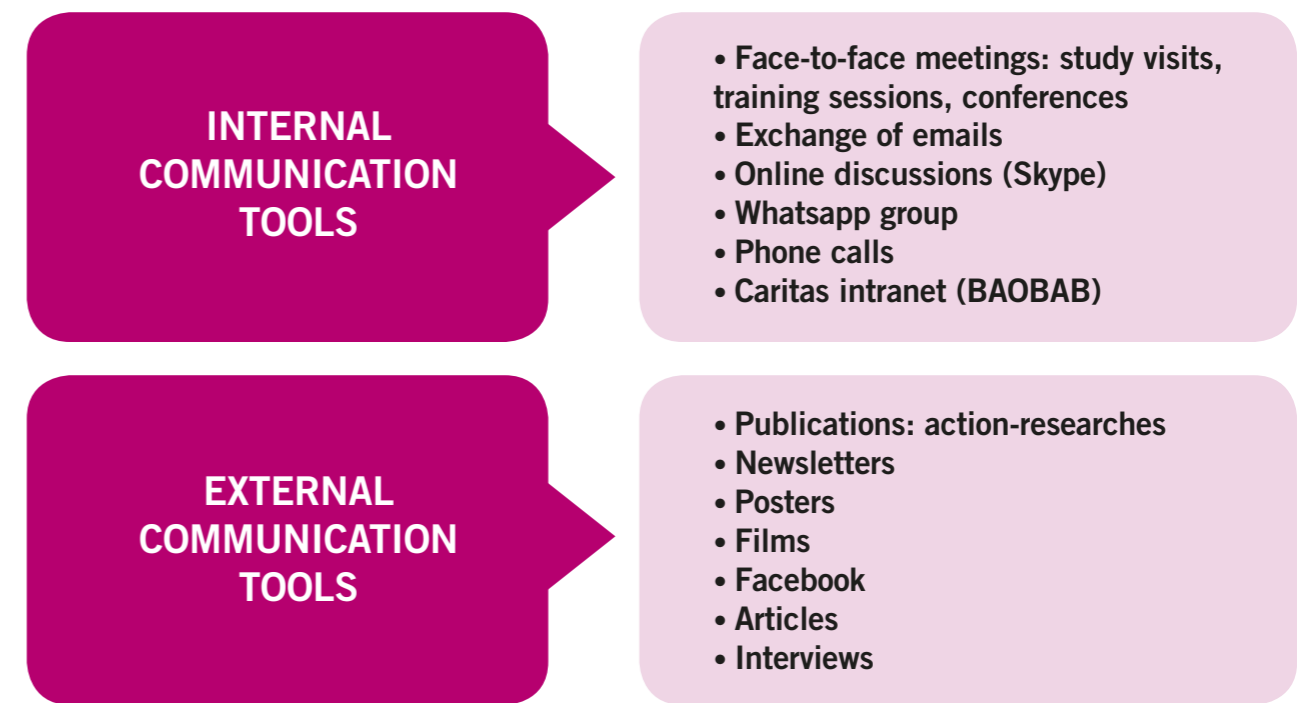
To ensure that the choice of coordinator was democratic, elections were held to choose the person who would be responsible for coordinating the program. All votes were anonymous.

### 4.3. A VARIETY OF TOOLS TO COMMUNICATE

The quality of communication within the network is considered good by members, as the frequency of communications was regular, without overloading members' mailboxes. Members appreciate clear messages and responses. The respect and tolerance shown by the partners during the discussions was greatly appreciated.

At the external level, several tools have been put in place to promote the network's products and advocate for change in the field of anti-trafficking: action-research, newsletters (see box), joint campaigns (posters, films, etc.), Facebook, articles, interviews, etc. A website was also created, but this initiative was considered too demanding for the network partners who needed to provide information on a very regular basis. The website was eventually abandoned during implementation. Partners insisted on the fact that all products were presented as products of the network, and not products of some partners, even though some participated less than others.

At the internal level, communication between members was mainly achieved through regular physical meetings, study visits and other joint events. These meetings were held approximately every six months. Although not all people could attend all meetings, information was also provided by other means<sup>13</sup>. The Caritas network intranet (BAOBAB) was also used at a low level.



■ Internal and external communication tools

13. See graph infra.



### THE NEWSLETTER, AN INTERNAL AND EXTERNAL COMMUNICATION TOOL

Although the newsletter is initially a tool for an external level, it has also become an internal communication tool, where all members have provided news from different countries on anti-trafficking issues. 13 network newsletters were published during phases 1 and 2.

The writing of this newsletter was very demanding in terms of the time allocated, as it required regular reminders to contributors of each country. The publication of this tool was therefore stopped in 2016. Several partners regretted this.



### LESSONS LEARNED

- For a network to last, it must be flexible and able to adapt to its members;
- The roles and responsibilities of each network member must be clear to avoid misunderstandings and frustrations;
- All partners must be involved in decision-making and each member must have roles and responsibilities to take ownership of the network;
- Communication tools are important, and time must be specifically dedicated to this activity;
- Although the network is a professional product, contact between members must be pleasant: it must also be built on personal, even friendly communication.



## 5

### RESULTS OF THE NETWORK TO COMBAT HUMAN TRAFFICKING

- 5.1. Acquiring, sharing and using knowledge to improve the protection of victims of trafficking
  - 5.1.1. Participating in capacity-building activities
  - 5.1.2. Transferring the knowledge gained to other colleagues
  - 5.1.3. Improving the prevention and protection of female, male and child victims of trafficking
- 5.2. Strengthening links with new stakeholders as a result of increased visibility
- 5.3. Raising awareness and advocating together to combat human trafficking at international level
- 5.4. Fostering multi-country innovations and experiments



Caritas member organisations have improved their capacities and are now able to implement new practices. This has led to a significant improvement in the protection of victims of trafficking and their access to services, particularly women and children (Section 5.1.). At national and international levels, Caritas organizations have also increased their visibility, which has created new links or reinforced existing ones with public authorities, allowing the issue of trafficking to be better addressed (Section 5.2.). Awareness-raising and advocacy activities have had an international impact (Section 5.3.). The strengthening of links between Caritas has contributed to the emergence of new projects between countries to strengthen the fight against trafficking (Section 5.4.).

### 5.1. ACQUIRING, SHARING AND USING KNOWLEDGE TO IMPROVE THE PROTECTION OF VICTIMS OF TRAFFICKING

#### 5.1.1. PARTICIPATING IN CAPACITY-BUILDING ACTIVITIES

Caritas members of the network have increased their knowledge. They have achieved this through participation in numerous training courses, study visits and conferences, writing and publishing action-researches. Many events were organized with the members of the network in their respective countries. Although most of these events are related to increasing knowledge and capacity building on the specific issue of trafficking in human beings - such as identification of victims of trafficking, reintegration, child trafficking, etc. -, several of them also addressed cross-cutting issues that could be applied to any issue, such as advocacy and communication, and the prevention of burnout.

#### 5.1.2. TRANSFERRING THE KNOWLEDGE GAINED TO OTHER COLLEAGUES

In many cases, the knowledge acquired was shared with other colleagues when partners returned to their organizations, resulting in a strong multiplier effect from the training sessions. The example of Caritas Slovenia speaks for itself: Caritas Slovenia participated in the

**EVENTS ORGANIZED BY THE NETWORK**

.....

15 training sessions, study visits and conferences have been organized between 2011 and 2019, on the following topics:

- In Armenia on "Prevention of human trafficking through youth";
- In Albania on "Identification of victims of trafficking", "Strengthening child protection systems to protect minors against trafficking» and "Child protection";
- In Bosnia and Herzegovina on "Advocacy and communication";
- In Bulgaria on "Cooperation between origin, transit and destination countries";
- In France on "Types of trafficking and international standards regarding trafficking";
- In Jordan on "Prevention of burnout";
- In Kosovo on "Child trafficking in the Euro-Mediterranean area";
- In Lebanon on "Link between migration and human trafficking" and "Fighting trafficking in human beings in conflict and post-conflict contexts";
- In Slovenia on "Reintegration of victims of trafficking";
- In Turkey on "Identification and referral of victims and potential victims of trafficking";
- In Ukraine on "Assistance to victims of trafficking" and "New forms of human trafficking, including cyber-trafficking."

training on burnout and, once back from the training, disseminated the knowledge gained to volunteers working on anti-trafficking and other issues, allowing their volunteers to take better care of themselves and ensure that victims of trafficking receive high quality care<sup>14</sup>. Other examples have been mentioned, such as the communication and advocacy training:



**"The training on communication and advocacy has helped me to grow professionally. I was also able to share my knowledge with other colleagues from Caritas Slovakia."**

Ms Jana Verdura, Caritas Slovakia

14. See the good practice sheet developed by Caritas Slovenia.

It should be noted, however, that the use and sharing of training knowledge is not always an easy task and depends heavily on the subject. For example, training on cybercrime was highly appreciated by the partners,

#### 5.1.3. IMPROVING THE PREVENTION AND PROTECTION OF FEMALE, MALE AND CHILD VICTIMS OF TRAFFICKING

The impact of capacity building activities on anti-trafficking issues has been significant: Caritas members have acquired more knowledge and skills. As a result, they have become more mobilized and prone to act to protect the most vulnerable, particularly refugees, women and children. There are many examples of the implementation of this knowledge.

##### • Increasing the number of women aware of their vulnerability to trafficking

Because of their participation in training sessions and in other activities, Caritas Turkey added elements related to trafficking in human beings to their refugee needs assessment. They started to raise awareness and implement prevention activities in this target population. Consequently, there was a significant increase in the number of migrant female beneficiaries from Africa, who are aware of their vulnerability to trafficking.

##### • Expand direct support to those most vulnerable to trafficking

By participating in the first action-research, Armenian Caritas discovered that Syrian Armenians were at par-

but no action could be implemented once back in their country, due to a number of challenges (other priorities, lack of human resources, lack of funding, etc.).

ticular risk of being subjected to forced labour: the organisation experimented with a pilot project, and supported families with handicrafts, cooking equipment and toolboxes to enable them to start a small business. A family continues to generate income through this support<sup>15</sup>.

In Ukraine, the network encouraged Caritas Ukraine to include female and child victims in its target groups, which was not the case previously<sup>16</sup>. Caritas Ukraine has started to identify the first cases of child trafficking in 2017.

In Turkey, Caritas Turkey has started to run a women's centre for migrants in Kumkapi, in order to be closer to the districts where there are serious risks of human trafficking, and engaged into legal aid for the protection of women and children<sup>17</sup>.

##### • Develop new advocacy paths

In Slovakia, while there was very little information on child trafficking, participation in the second action-research « Invisible Children : An Unpunished Crime » allowed Caritas to collect data on child trafficking in the country. Now that the data are available, Caritas Slovakia will advocate for better consideration on this target group in national policies<sup>18</sup>.



**"Through capacity building activities, we have learned that children are a very vulnerable target group for trafficking and that they need increased protection. Therefore, we included children in our target groups, and several children received protection and support."**

Ms Natalia Holynska, Caritas Ukraine

### 5.2. STRENGTHENING LINKS WITH NEW STAKEHOLDERS AS A RESULT OF INCREASED VISIBILITY

Through participation in meetings and training and the inclusion of a strong advocacy component in activities,

the actions of Caritas network members in the fight against trafficking, of Caritas network, and of Caritas as an institution, have become more visible at national and international levels.

15. See the good practice sheet developed by Armenian Caritas.  
16. See the good practice sheet developed by Caritas Ukraine.

17. See the good practice sheet developed by Caritas Turkey.  
18. See the good practice sheet developed by Caritas Slovakia.



At the international level, new links between grassroots organizations and international institutions, which did not previously exist, have been established and cooperation strengthened. Moreover, links were strengthened between members and the international network COAT-NET. This international recognition has enabled Caritas and the Euro-Mediterranean network to take a more prominent place as a valuable international actor in the fight against human trafficking.

gthened, as has collaboration between countries. Collaborative platforms have been set up. There are several examples of this improved collaboration.

Caritas Ruse / Bulgaria invited the National Commission to participate in several international meetings held within the framework of the network. As a result, relations with state actors have improved considerably. Caritas Ruse now runs a centre for victims for the municipality.

At the national level, through the participation of public actors in each conference and in other activities organised by the network, Caritas partners received good recognition for their work and came into contact with new organisations or institutions. Through their mobilization, the institutions have given greater recognition to the problem of combating trafficking in human beings. Collaboration with relevant ministries has been stren-

In Lebanon, Caritas supported the launching of the National Task Force on Migration and Human Trafficking, following the organization of an important Euro-Mediterranean network meeting in Lebanon. Since the launching of the task force, Caritas Lebanon signed several memoranda of understanding with the authorities regarding the training of staff and the referral of victims.

### 5.3. RAISING AWARENESS AND ADVOCATING TOGETHER TO COMBAT HUMAN TRAFFICKING AT INTERNATIONAL LEVEL

The initial purpose of the network was to share knowledge. However, very quickly, the network's actors understood the importance of creating common tools. Collaboration between countries has led to the dissemination of a major awareness raising campaign regarding child begging in 2013 and the publication of two action-researches: one on trafficking in conflict and post-conflict areas in 2015 and the other on child trafficking in 2019. These tools are based on contributions from different countries.

These tools were very appreciated by the partners, even though the poster was not used in the same way in all countries, because of cultural differences: while it worked perfectly well in the Balkans, Lebanon or Armenia, it was not used for instance in Ukraine.



Campaign for combating child begging



**“Through the network, we invited all concerned stakeholders, including law enforcement representatives, to participate in our activities. They are now more involved. Now, we have a Memorandum of Understanding with the government.”**

Ms Noha Roukoss, Caritas Lebanon

In Kosovo, thanks to the numerous activities that were implemented, Caritas is now part of the National Authority against Human Trafficking, and for instance contributed in the drafting and review of the Kosovo National Strategy against Human Trafficking and Action Plan.

activities as well in the meetings of Euro Mediterranean network. The National Coordinator has become Caritas' alliance at national and regional levels. Thanks to this mutual trust, Caritas Bosnia and Herzegovina has had very easy access to data on trafficking in human beings and has been able to contribute to the action-research on child trafficking on national and network research with official data<sup>19</sup>.

In Bosnia and Herzegovina, Caritas has involved the National Coordinator of Trafficking in Human Beings in its



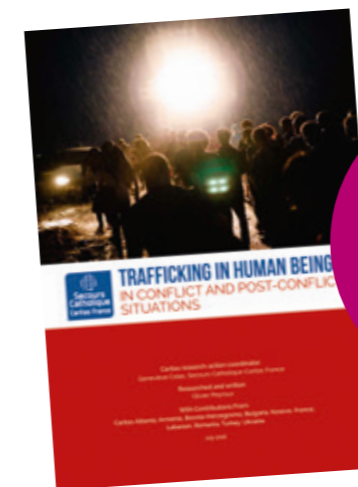
**“The joint work that was done on the first poster was very good. But the same picture does not have the same effect in all countries. If it went well in the Balkans, it could be misinterpreted in some other countries. There are cultural boundaries, we do not all communicate in the same way.”**

Ms Geneviève Colas, Secours Catholique Caritas France



**“The network improved our positioning with more credibility. It gives us strength and we are better acknowledged by public authorities and other stakeholders.”**

Ms Sanja Horvat, Caritas Bosnia and Herzegovina



**1st**  
Action-Research



**2nd**  
Action-Research

19. See the good practice sheet developed by Caritas Bosnia and Herzegovina.



Although it is too early to discuss the impact of the second publication, given that it was published a few weeks before the publication of this report, the first action-research was a huge success. It was presented by Caritas network members to several regional and international institutions, including:

- The UN Human Rights Council;
- The UN Special Rapporteur on Trafficking in Persons;
- The UN Committee on the Rights of the Child;
- The UN Refugee Agency (UNHCR);
- The International Organization for Migration;
- The Council of Europe;

#### 5.4. FOSTERING MULTI-COUNTRY INNOVATIONS AND EXPERIMENTS

The existence of the network has made it possible to build bridges between different Caritas and develop innovative practices between different countries.

The strengthening of links between countries has made it possible to generate ideas for cross-border projects. Indeed, most trafficking cases are transnational: to ensure results, the response must not be isolated, but rather based on transnational collaboration between various stakeholders. In the Balkans, several multi-country projects have been drafted by the partners of the Euro-Mediterranean network.

#### • The Group of Experts on Action against Trafficking in Human being (GRETA).

Several Caritas partners participated in the 29<sup>th</sup> session of the Human Rights Council held in 2015. The results of the action-research were shared and included in reports from international organizations<sup>20</sup>.

The implementation of joint advocacy activities under Caritas values has been a key element in building a common identity. These activities were one of the most appreciated specificities by the partners.

The cross-border anti-trafficking project between Albania and Kosovo is a good example. Albania and Kosovo have been part of the network since its creation. Through this network, Albania and Kosovo have identified the lack of identification of victims of trafficking as one of the most significant challenges in the fight against human trafficking. They decided to develop a new project, aiming to strengthen the protection of Albanian children who are exploited for child labour in Kosovo through increased coordination between the Border and Migration Police in both countries, and capacity building activities.



**“We learned how to work together thanks to the Euro-Mediterranean network. Now, as a result of that, we have created a common project with Caritas Kosova.”**

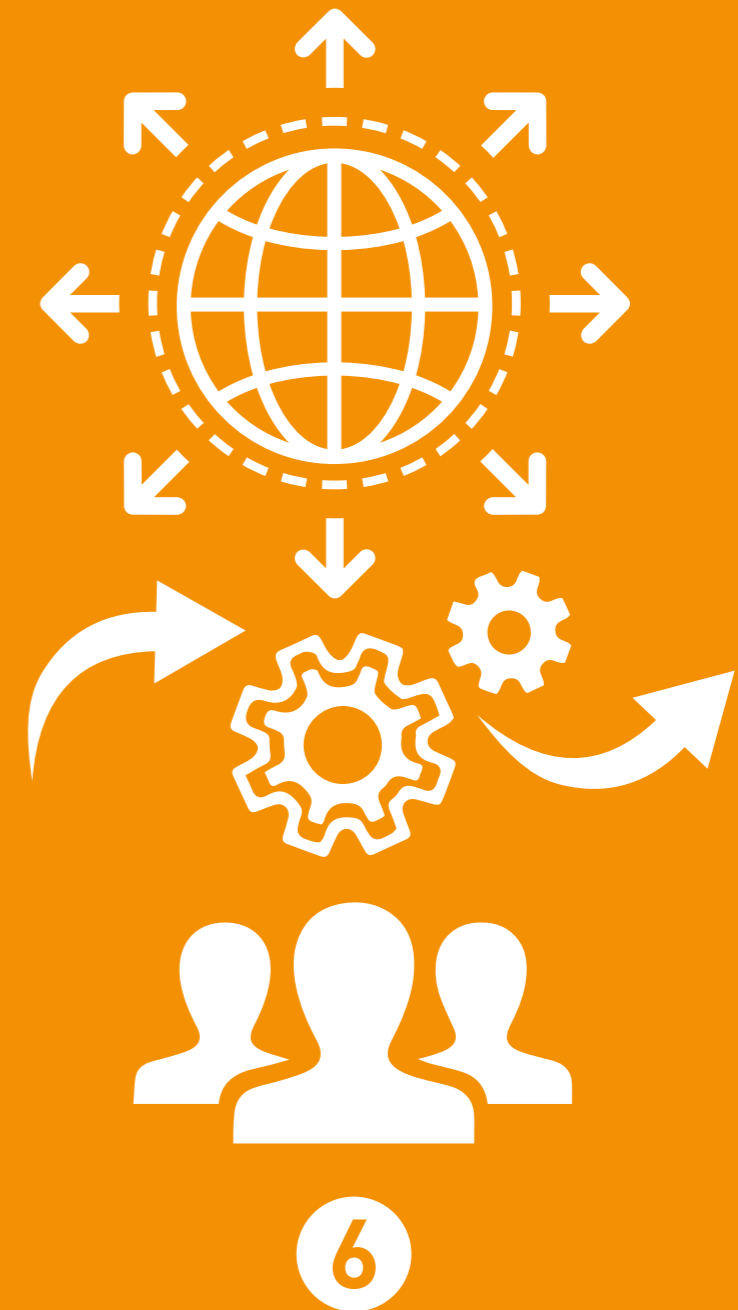
Ms Ariela Mitri, Caritas Albania



#### LESSONS LEARNED

- A network should not try to work on too many themes, but should identify a subject that is common to most, if not all, members;
- If capacity building activities are implemented, it is important to choose training topics that people can apply when they return to their respective countries;
- The involvement of public authorities and national associations in the activities carried out by a member on behalf of the international network helps to strengthen its visibility and legitimacy, and creates lasting and impactful links for the benefit of beneficiaries.

20. See for instance the good practice sheets developed by Armenian Caritas and by Caritas Kosova.



## WHAT IS NEXT? SUSTAINABILITY PERSPECTIVES OF THE NETWORK

- 6.1. A long-lasting collaboration
- 6.2. Including human trafficking in projects as a cross-cutting issue
- 6.3. Increasing participation in other existing networks
- 6.4. Developing new cross-border anti-trafficking projects
- 6.5. The implementation of joint initiatives beyond human trafficking



From the very beginning of the network, the Secours Catholique Caritas France provided financial support and guidance. Although funding for the network from the Secours Catholique Caritas France will end at the end of the third phase, a number of positive results induced by the network will remain and new initiatives could emerge.

### 6.1. A LONG-LASTING COLLABORATION

The network partners know each other well. Caritas members indicated that it is much easier to communicate with each other if they need information or support. Some Caritas have indicated that they are willing to continue inviting colleagues from the network to their workshops, depending on their agenda.

### 6.2. INCLUDING HUMAN TRAFFICKING IN PROJECTS AS A CROSS-CUTTING ISSUE

The arrival of migrants continues in the Euro-Mediterranean region. Many Caritas are implementing projects to support migrant populations in their respective countries. Considering that this population is very vulnerable to trafficking in human beings, Armenian Caritas explained that, even if it no longer has projects on trafficking in human beings, they will pay particular attention to supporting migrants who have been victims of forced labour.

### 6.3. INCREASING PARTICIPATION IN OTHER EXISTING NETWORKS

The Euro-Mediterranean Anti-Trafficking Network is not the only network that exists. COATNET is a global network of organizations from all over the world working to combat human trafficking and assist victims of trafficking. Secours Catholique Caritas France will ensure that the links between partners and COATNET are strengthened, in order to continue to share and benefit from the positive results of the network.

### 6.4. DEVELOPING NEW CROSS-BORDER ANTI-TRAFFICKING PROJECTS

Several Caritas have expressed a willingness to work together on multi-country projects to combat trafficking in human beings. Even if this type of cooperation has been tested several times and could only be financed once, such projects are a response adapted to needs. Secours Catholique Caritas France indicated that, although it will not continue to fund projects, it will support regional and collective initiatives emerging from the network, in order not to lose momentum. Secours Catholique Caritas France will provide technical support, help raise funds, engage in joint advocacy and facilitate integration with other networks.



■ Group work during capitalization workshop

### 6.5. THE IMPLEMENTATION OF JOINT INITIATIVES BEYOND HUMAN TRAFFICKING

The countries of the Euro-Mediterranean region face similar transnational challenges. The fight against trafficking in human beings is a problem. So is migration. On the basis of the positive experience of the anti-trafficking network, some members suggested the creation of a new working group on migration. This working group, created in January 2019, aims to «improve the capacities of Caritas members to manage migration processes and promote social inclusion policies, through effective dialogue within the Caritas family and with public authorities in decision-making processes». 10 Caritas organisations are members of the network, including several members of the anti-trafficking network: Caritas Albania, Caritas Bosnia and Herzegovina, Caritas Bulgaria, Caritas Greece, Caritas Kosova, Caritas Macedonia, Caritas Montenegro, Caritas Serbia and Caritas Slovenia. Although the working group has no funding to date, the objective is to obtain support in the coming months.



# 7

**CONCLUSION:  
A NETWORK FOR THE BENEFIT OF  
THE VICTIMS OF TRAFFICKING**





The Euro-Mediterranean Anti-Trafficking Network, like any network, has evolved over time: new partners have joined the network, some have left it. But most partners remained in the network, although several of them no longer had anti-trafficking projects in their countries.

**The network has been successful in retaining its members for a number of reasons:**

- **Firstly**, its participatory and transparent decision-making methods ensured that all partners were heard, and all voices were taken into account.
- **Secondly**, the good spirit that has developed among partners has led members to want to continue working together and meeting each other.
- **Thirdly**, and most importantly, important results have been achieved. Participation in the network has had an impact on the quality of Caritas' work with beneficiaries: as a result, more victims of trafficking are identified and have access to a support system (medical, psychological, social, professional, etc.) to facilitate their integration. Awareness-raising activities were carried out in most countries. A new partnership has been established with national and international stakeholders. Consequently, the fight against trafficking in human beings involves more actors than it has used and has become a priority in many countries.

Although the main donor of the network is ending its funding, the need to collaborate in the fight against the phenomenon of trafficking in human beings remains important. Some perspectives have already been expressed to continue working together, on the issue of forced marriage, migration, or cross-border cooperation while increasing the meaningful participation of beneficiaries in their projects. The network will most probably take another form. Links will not end between its members.



**A few tips to draw on the experience of the Euro-Mediterranean Anti-Trafficking Network**

**BELONGING TO A NETWORK**

- A network is not static: members can change over time;
- The change of person in charge within the associations does not prevent the network from continuing, as long as the information is transferred;
- The member organizations of the network learn from each other even if they implement very different activities in the same sector;
- The added value of the network's activities on Caritas members motivates them to stay and get involved;
- Members who do not (or no longer) have activities at the national level are more likely to leave the network;
- The rapid evolution of the context and the lack of dedicated resources can lead to a reorientation of activities and the departure of members to meet urgent needs.

**COORDINATING AND MANAGING A NETWORK**

- For a network to last, it must be flexible and able to adapt to its members;
- The roles and responsibilities of each network member must be clear to avoid misunderstandings and frustrations;
- All partners must be involved in decision-making and each member must have roles and responsibilities to take ownership of the network; Communication tools are important, and time must be specifically dedicated to this activity;
- Although the network is a professional product, contact between members must be pleasant: it must also be built on personal, even friendly communication.

**RESULTS OF A NETWORK**

- A network should not try to work on too many themes, but should identify a subject that is common to most, if not all, members;
- If capacity building activities are implemented, it is important to choose training topics that people can apply when they return to their respective countries;
- The involvement of public authorities and national associations in the activities carried out by a member on behalf of the international network helps to strengthen its visibility and legitimacy, and creates lasting and impactful links for the benefit of beneficiaries;
- A better knowledge of the problems of other countries makes it possible to develop joint projects.



- February 2020 -

