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FREE THE SLAVES

Operationalizing the movement behind SDG 8.7

A study for the Freedom from Slavery Forum 2018

By Free the Slaves and Deloitte

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Introduction

Modern slavery poses a complex, dynamic, and immense global social challenge. One of the fastest growing illicit activities, modern slavery nets an estimated $150 billion in profits for perpetrators each year while exploiting millions of economically vulnerable men, women, and children around the world. [1]

As outlined in the "Catalyzing a Civil Society Movement in Support of SDG 8.7" strategy paper authored by Free the Slaves and partners in October 2017, [2] **civil society to date has assumed a critical role in raising awareness about the vastness of the slavery problem, advocating with governments to take robust action, and developing new interventions to disrupt slavery and aid its survivors. However, a shared agenda that unifies the global civil society community could cultivate a powerful force for change in support of SDG 8.7. Through meaningful collective action, our generation has the opportunity to become the first in history to abolish slavery once and for all.**

This study is the result of a collaboration between Free the Slaves, an non-governmental organization (NGO) whose mission is to liberate those in slavery and change the conditions that allow slavery to persist, and Deloitte.

The purpose of this study is twofold. First, to help inform the Civil Society Statement of Principles and Goals and the discussion of the Statement is taking place at the Freedom from Slavery Forum in Bangkok in December 2018. The Civil Society Statement builds on the foundational strategy set forward in the previously referenced "Catalyzing a Civil Society Movement" strategy paper.

Secondly, Free the Slaves, along with the Global March Against Child Labour serves as one of two NGO representatives on the Alliance 8.7 Global Coordinating Group. This study provides important insights as to the priorities and concerns of NGOs that can be brought into the deliberations of the Global Coordinating Group.

This study aggregates common goals, norms, and policy priorities as well as challenges faced by a diverse group of civil society coalitions working within the anti-trafficking movement across the globe. We then highlight potential areas where collective action via coalitions may offer opportunities to amplify impact. Examples include use of shared services models to gain efficiencies of scale, collective impact measurement to more effectively track and promote progress, teaming with local businesses to expand corporate social responsibility across supply chains, and better integrating the survivor voice into anti-slavery program planning, implementation, training, and monitoring. We also propose an agenda of key investments that could be made by supporters to accelerate the development of a truly transformational civil society movement.

Why operationalizing civil society around SDG 8.7 matters now

In 2015, heads of state from around the world met at the United Nations (UN) to develop a group of 17 goals related to sustainable development. Sustainable Development Goal (SDG) Target 8.7 calls for "...immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms."

Alliance 8.7 is the International Labour Organization (ILO)-facilitated global initiative that supports progress toward SDG Target 8.7. It brings together governments, UN agencies, NGOs, academic institutions, the media, and the business sector to support the coordination of innovative strategies and sharing of knowledge.
Achieving SDG 8.7 will require the active participation of all concerned sectors; civil society has a unique and essential role to play. However, the anti-slavery field has not yet become a powerful NGO movement. Sustainable systemic change will require a coordinated, planned multipronged campaign across civil society organizations and in partnership with the other sectors. The primary foundation of a successful social movement incorporates an aligned and engaging narrative. Alignment includes agreement on purpose, values, and clearly defined goals, in addition to a shared understanding of the problem and a shared plan of attack. [3] The authors' intent is to provide data, analysis, and considerations that can help achieve the needed alignment.

Methodology

Our study focused at the coalition level, as opposed to the individual organization level. Our study team made the assumption that some unification of goals, norms, and policy priorities has already taken place within coalition entities. Therefore, views from a larger segment of the NGO community could be accounted if we heard from coalition leaders.

A unified civil society voice [4] should include diverse perspectives from organizations in different regions of the world that focus on the various forms of modern slavery. To that end, we identified 54 anti-slavery coalitions across five continents.

Representatives from 23 coalitions responded to an online survey, and leaders from 13 coalitions participated in detailed interviews, with some overlap between the two (see "Limitations" below). Collectively, we refer to these surveys and interviews as "the study" throughout this report.

The study extended to coalitions with operations in seven global regions (Figures 1) and focused on the current state of the anti-slavery movement, what has worked, what has not worked, and potential paths forward. In particular, data collection focused on coalition leaders' views about the roles of the various sectors—civil society, government, business, and trade unions.

We asked study participants how NGOs and coalitions of NGOs can engage with societal groups and how the resulting broader coalitions can prioritize their efforts.

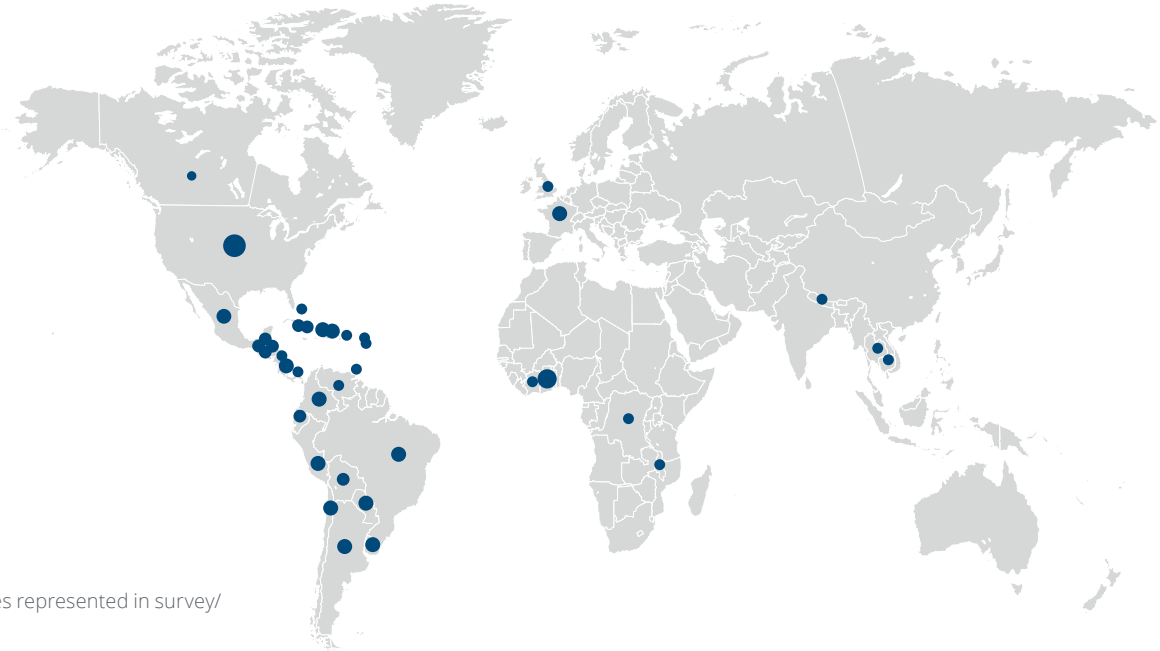


Figure 1: Countries represented in survey/ interview sample

Limitations

We encountered unanticipated challenges in the coalition outreach and eliciting responses from coalitions for the survey and interview requests. Of the 54 coalitions representatives invited to participate, 23 in total had bandwidth to engage with us on this journey. The willingness to collaborate further highlighted the unrealized opportunity for this community to work better together.

Terminology

For this report, we define:

- *Modern slavery* as a short-hand proxy for the highly exploitative practices captured by SDG 8.7. [5]
- *Civil society organizations* broadly as community groups, NGOs, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations [6]
- *Coalitions* as alliances of two or more organizations with a shared goal; in this case, we looked at coalitions to address modern slavery.

Study findings

The study results highlight goals, norms, and policy priorities across civil society coalitions within the anti-slavery movement as perceived by the coalition leaders who participated in the study. Building on the civil society principles and goals outlined in the "Catalyzing a Civil Society Movement" strategy paper, the survey and interviews asked coalition leaders about the importance of various factors, such as governance, transparency and integrity, and financial management, and how well each sector performs in these areas.

The following sections summarize key factors that respondents hold as most important for each of the four societal sectors identified as major players in the anti-slavery space—civil society, government, business, and trade unions.

Civil society

With regard to civil society, many respondents expressed the need for increased governance, transparency, and integrity within civil society groups, and greater collaboration with other NGOs. A complete list of survey responses on this topic is portrayed in Figure 2.

Our study revealed that although coalition leaders regard partnership and sharing among NGOs as an important goal, several factors impacted effective collaboration, including lack of information sharing about prevention efforts, the need for additional research, existing competition between coalitions for limited resources, and limited survivor leadership and voice.

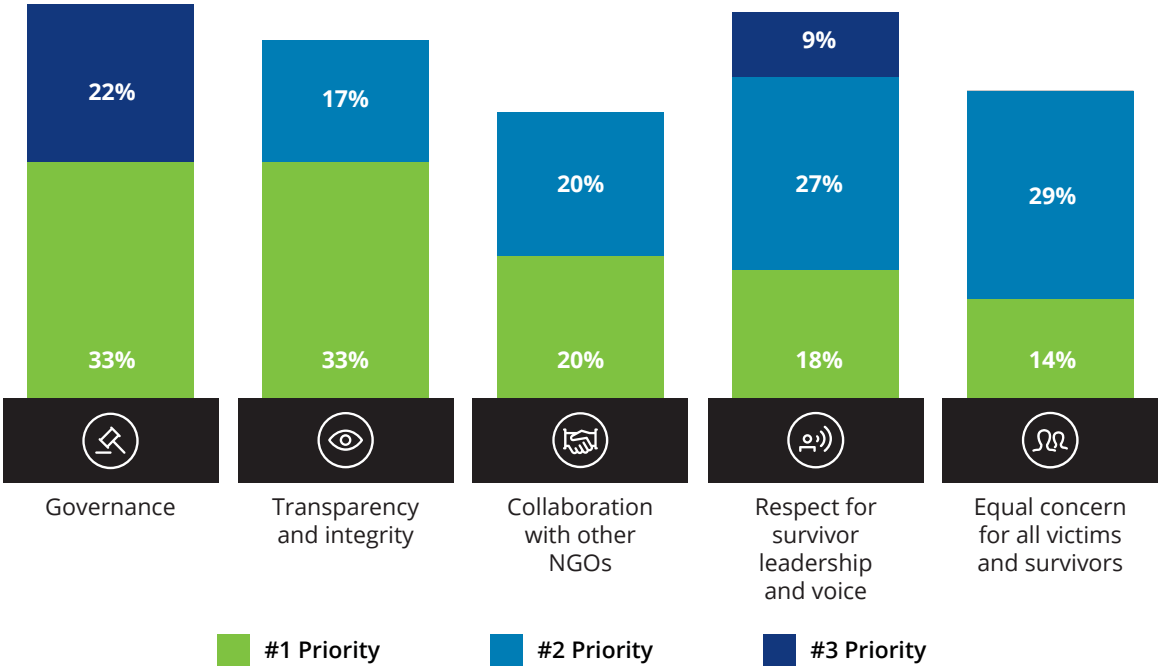


Figure 2: Top 5 ranked principles and goals that civil society should advance to end modern slavery

Slavery prevention and identification of vulnerable populations remain critical objectives for NGOs seeking to end slavery. Civil society can collaborate to better identify the efficacy of various prevention efforts, and to share that information across coalitions.

Fifty-five percent of survey respondents ranked slavery "prevention" as a top priority, and for many prevention is a key tenet of their mission. However, one gap they identified is the need to identify the structural and systemic factors contributing most significantly to the success of prevention efforts. They also emphasized ensuring that prevention efforts are meaningful and address the problem from multiple angles. For example, respondents suggested an opportunity to expand prevention-related programs within schools and juvenile detention centers. They also spoke to fair trade programs as a means of educating individual workers about their rights to increase awareness and prevent exploitation.

Additional professional and relevant research is needed. While governments, foundations, and NGOs expend significant resources on anti-slavery efforts, the lack of multi-year longitudinal research studies makes it challenging to understand which anti-slavery interventions have made an impact.

It is important to acknowledge the progress that has been achieved. Experience and evidence from years of work by NGOs have yielded important insights. The Freedom Collaborative, the *Slavery Research Bulletin* published by the Freedom Fund and the Anti-Trafficking Review, provides very useful vehicles for knowledge sharing. The recently created Delta 8.7 Knowledge Platform holds further promise.

However, much more needs to be done to validate strategies and interventions, as well as to share knowledge and experience. A respondent from a prominent NGO in Southeast Asia noted that the anti-slavery movement is short-sighted and needs to promote on-the-ground, grassroots research. Other respondents emphasized that the movement must focus on "building bridges between grassroots practitioner research and large academic research." Grassroots research could include contributions from individuals and organizations on the front lines to address slavery, including direct service providers, educators, law enforcement, and survivors themselves.

Coalitions could pool funding resources and conduct long-term longitudinal studies to better understand the outcomes of various anti-slavery interventions. Rigorous studies could go a long way toward understanding where progress is being made, where gaps are not being closed, and how the resources being spent on anti-slavery efforts can be used for greatest impact. Further, new research findings could bolster awareness-raising efforts. One respondent noted that coalition-developed data and research could improve the public's understanding of modern slavery and the anti-slavery movement more effectively than "sensationalized media-driven interest."

Competition among NGOs hinders collaboration and leads to duplication of efforts, lack of alignment on mission, and fighting for resources.

The Global Modern Slavery Directory now lists nearly 3,000 organizations in 199 countries that claim to be engaged in anti-slavery activities. [7] Unsurprisingly, the proliferation of organizations across the globe working to address slavery has put pressure on individual organizations to stake out their territory and secure resources needed to operate. An alliance of Christian organizations focused on combating human trafficking noted that among organizations in their own coalition there is a "fight over funding and resources." An organization focused on abolishing slavery in Central Africa observed that "mutual support and information sharing between organization members of the coalition is also

very important" and that "only through effective cooperation [can we] fight against modern day slavery." To that end, organizations within a coalition have an opportunity to enhance each other's mission through sharing of resources, such as data and funding.

The implication is clear: Through closer collaboration and identification of common focus areas, such as geography, economic sector, or type of slavery, coalition members can make more effective use of available resources.

Respect for survivor leadership and voice is vital for civil society. By enabling survivors to lead anti-slavery efforts and always providing survivors with a seat at the table, civil society can design programs and policies that more effectively address survivors' needs.
A NGO that focuses on human-trafficking rescue and rehabilitation noted that survivors' stories should lead the conversation on prevention. Survivors can be the strongest advocates for change in the way civil society confronts slavery.

Coalitions could consider providing and promoting survivor leadership training to help create programs and policies that are truly shaped by the affected population. Additional suggestions can be found in the Integrating survivor voice section below.

Governments

For governments, respondents called for developing and implementing a national plan of action against slavery, addressing vulnerability and inclusion of at-risk populations, accountability for perpetrators, and the adequacy, effectiveness, and efficiency of resource allocation (Figure 3). Increased partnership among anti-slavery NGOs can lead to stronger advocacy for government action, including anti-slavery legislation and enforcement, cultural change, and better distribution of resources, including funding, in support of anti-slavery efforts.

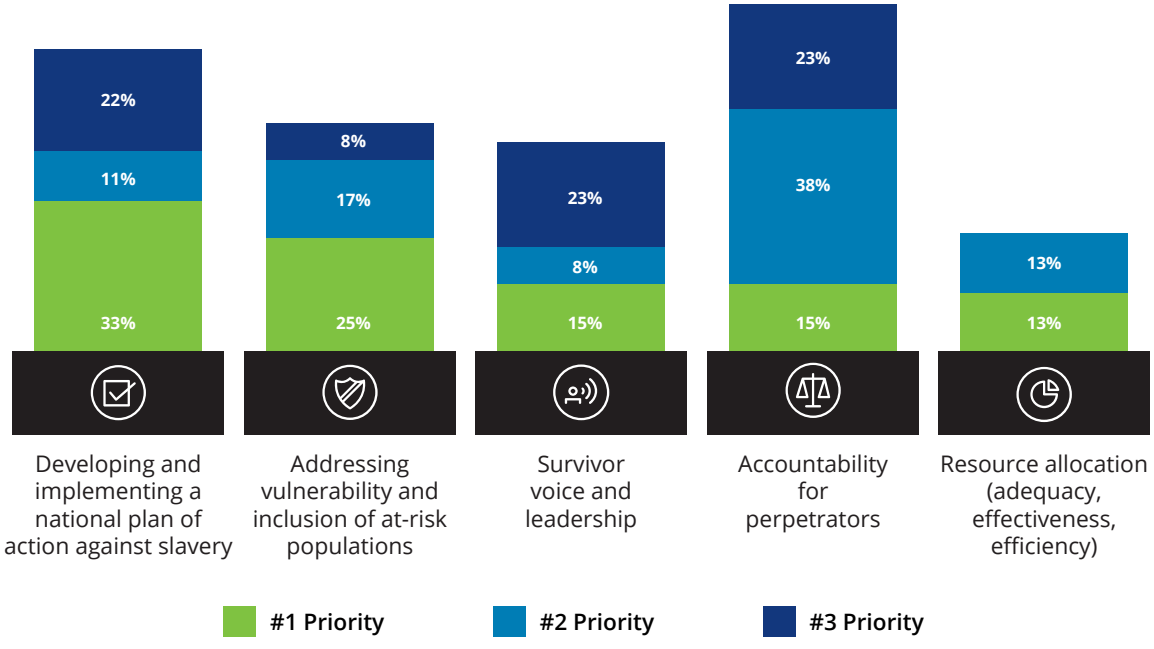


Figure 3: Top 5 ranked principles and goals that governments should advance to end modern slavery

To see legislation enacted that prevents exploitation, prosecutes perpetrators, and protects survivors, coalitions can play a role in raising awareness and educating elected officials about the nuances of modern slavery.

Respondents acknowledged that there is a need for basic understanding of modern slavery to develop an effective plan to combat it. They expressed the concern that legislators are not knowledgeable about the type of laws that are successful in thwarting slavery, and they identified the opportunity for coalitions to educate legislatures about how laws can protect survivors that come forward.

Modern slavery takes many different forms and its legal implications may not always be self-evident. For example, respondents noted that people affected by human trafficking often come from vulnerable populations, such as sex workers, people experiencing homelessness, and undocumented immigrants. These backgrounds of disenfranchisement and distrust of legal authorities often discourage them from seeking support from law enforcement. One respondent suggested government policies and legislation need to reflect the fact that some human-trafficking survivors have criminal records and contain provisions that protect survivors while still penalizing perpetrators.

In the United States, the American Bar Association's Commission on Domestic & Sexual Violence's Survivor Re-entry Project provides services such as training, consultation, and technical assistance to further prosecution of those found guilty of human trafficking. [8] When conducting a comprehensive needs assessment for survivors of human trafficking, either in crisis or as part of long-term support plan, it is critical to incorporate a discussion of criminal legal involvement and needs. Many survivors have been arrested, often more than once. Their arrest records can greatly impact their stability; eligibility for services, programs, licenses, and jobs; and, sense of empowerment and well-being.

As the legal infrastructure for prosecution of perpetrators and protection of survivors strengthens, coalitions should facilitate change in the norms and expectations of law enforcement that reinforce and amplify anti-slavery activities.

Respondents observed that although laws are being enacted to combat modern slavery, the criminal justice system rarely prosecutes human trafficking crimes at a pace or volume sufficient to punish and deter perpetrators. They also noted that professionals in the criminal justice system do not always receive adequate training or experience to prosecute crimes involving slavery. Additionally, issues such as corruption and personal interests often impede government's ability to enforce anti-slavery laws.

Respondents pointed to the pace of change in norms and expectations as an area of opportunity, such as facilitating the shift from societal awareness of the laws to the demand for their enforcement. Anti-slavery coalitions can drive that change by broadly raising awareness of modern slavery and providing training to key stakeholders about anti-slavery laws and enforcement.

As coalitions advocate for government support, resources can be better distributed to support multifaceted efforts.

Some respondents noted that government funding is typically sparse, granted in smaller amounts across a few NGOs. Some expressed concern that funding is predominantly allocated to slavery prevention efforts rather than spread across the various facets of NGO efforts, such as criminal prosecution treatment for survivors (e.g., protection in court proceedings and rehabilitation). Others asserted that smaller NGOs sometimes struggle to win grants even though they may have equal or greater capacity for

effectiveness than other larger NGOs, or specialty in a specific area.

To address the issues of limited funding resources and allocation, respondents suggested that working as coalitions might make their voices louder. They indicated that effective coalition lobbying strategies should be employed to win more funding and, as a collective voice, encourage that funding be allocated across the spectrum of slavery-eradication efforts.

Businesses

For businesses, respondents called for compliance with anti-slavery laws and policies, assessments of compliance, implementation of policies and practices against human trafficking and forced labor, transparency in supply chains, and respect for labor rights (Figure 4).

More than a third of study participants (35%) identified businesses as being only moderately effective in implementing the actions required to end modern slavery (Figure 5). Coalitions can play an important role in convincing businesses to see the upside of going "all in" on corporate social responsibility, understanding their (the businesses') role no matter the company size, and making transparency a badge of honor.

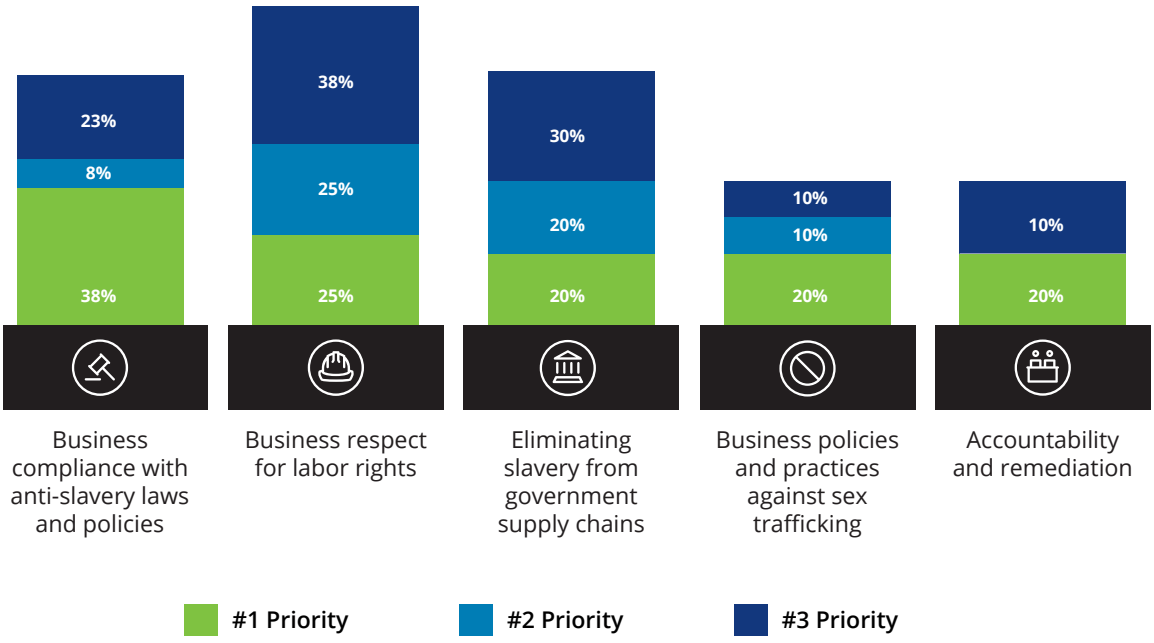


Figure 4: Top 5 ranked principles and goals that businesses should advance to end modern slavery

Coalitions can help corporations develop anti-slavery policies and encourage the integration of these policies across their organizations.

Companies subject to transparency laws focus on reporting their human-trafficking prevention efforts, but may not audit their efforts or report known issues. Many observers believe that "companies are rewarded simply for the act of disclosing, rather than delivering particular outcomes." [9] For example,

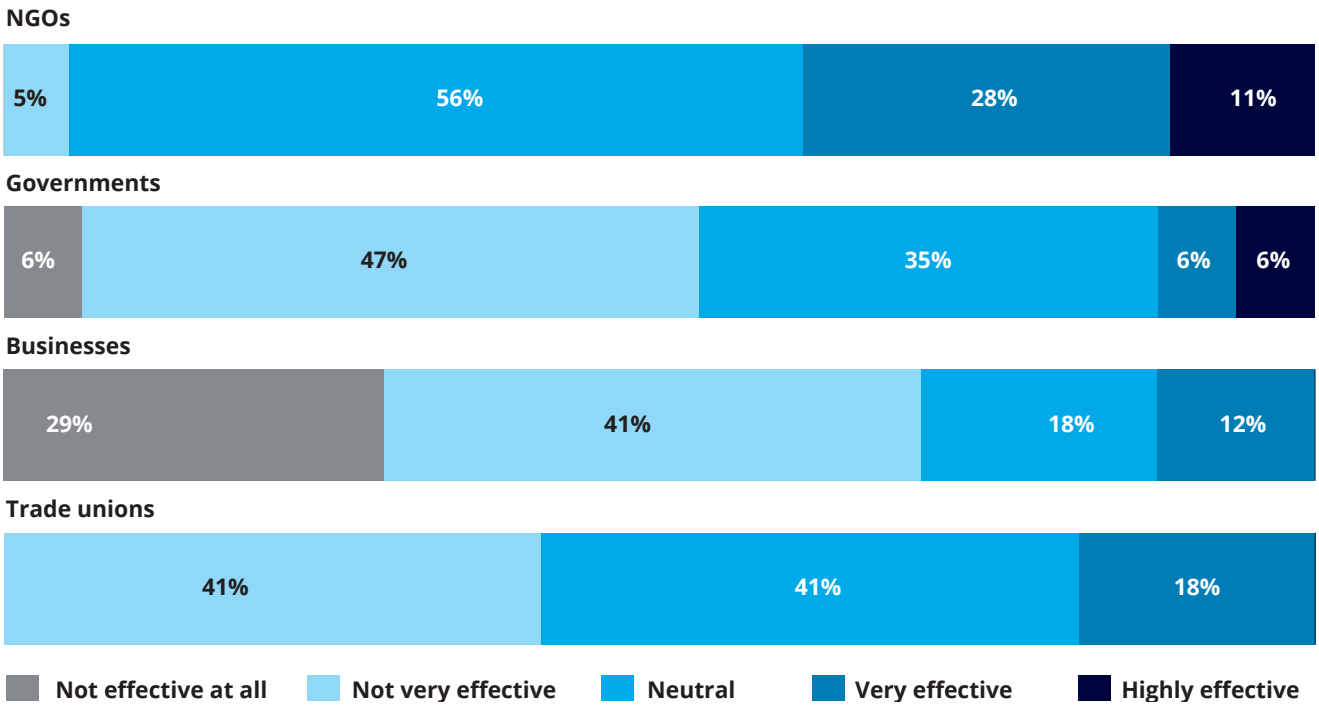


Figure 5: Represents responses regarding how effective each of the above organizations is at implementing the actions required to advance the goal of ending modern slavery

neither the California's Transparency in Supply Chains Act 2010 nor the United Kingdom's Modern Slavery Act 2015 require companies to report on the steps they have taken to eradicate slavery and human trafficking in their supply chains, or to disclose if they are not taking such steps. [10]

In our study, there was wide agreement that companies should be accountable for their actions relating to labor conditions in their operations and supply chains. While some companies have taken huge strides in this direction, overall there is room for improvement.

Study respondents also identified the opportunity to partner with businesses in identifying viable anti-slavery solutions. For example, with anti-slavery coalition support and guidance, companies can include slavery as a component of operational risk, leveraging resources such human trafficking risk indexes to assess and measure such risks across their supply chains. Companies can also implement effective risk management practices and front-line training for employees to raise awareness of and actions to protect against the issue. Policies on corporate social responsibility should insist on reporting potential instances of slavery, and training can emphasize employees' role in identifying and knowing how to report suspicious behavior.

Trade unions

Trade unions promote and defend workers' rights primarily through collective bargaining for more favorable working conditions and other benefits. In the United States alone, the union membership rate—the percent of wage and salary workers who were members of unions—was 10.7 percent, or 14.8 million employees in 2017. [11] However, our study results indicate that despite their worker-centric mission and reach, trade unions were perceived by respondents as only moderately effective at implementing the actions required to advance the goal of ending modern slavery. The currently limited role of trade unions represents a significant opportunity for anti-slavery coalitions to engage with and provide resources so trade unions become more effective partners in the fight against slavery.

Respondents called for trade unions to identify and document cases of forced labor, raise awareness among union members and other audiences of the pervasiveness of slavery, and promote the relevant ILO conventions (Figure 6).

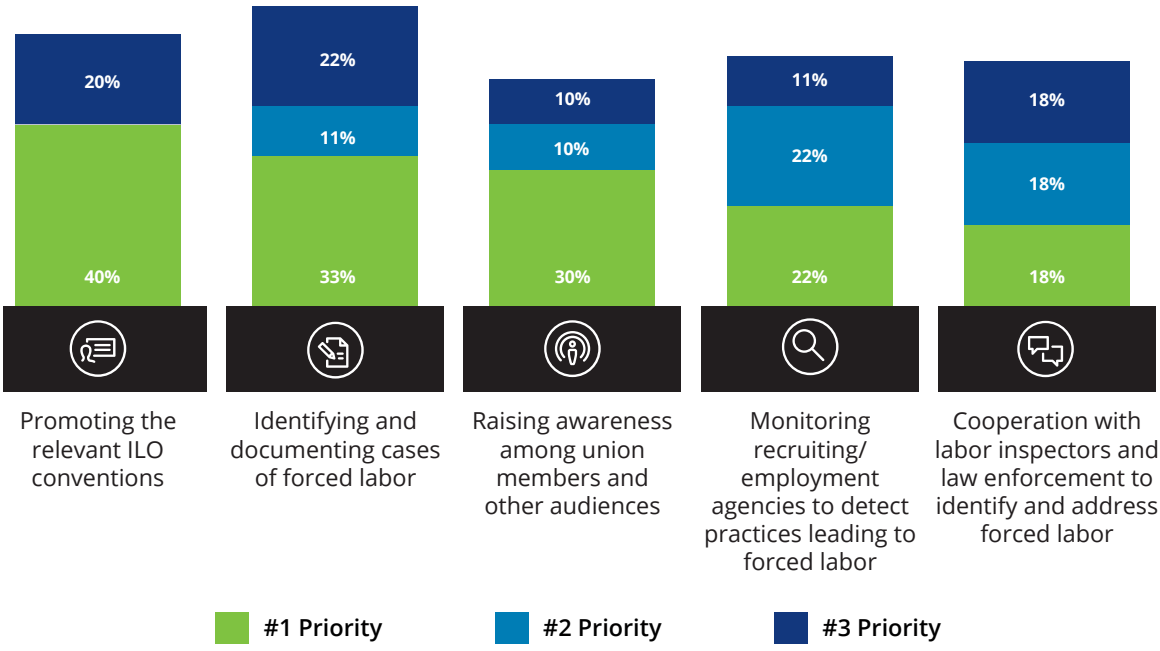


Figure 6: Top 5 ranked principles and goals that trade unions should advance to end modern slavery

Trade unions are an under-engaged resource with a powerful relationship to businesses, workers, and governments.

Although a number of respondents considered trade unions to be a small or non-existent part of their coalition, they acknowledged that trade unions and other workers organizations have significant power. The use of strikes and other collective action as a bargaining chip can force employers to empower employees, improve working conditions, and increase wages. For example, union workers are paid about 22 percent more than non-union workers. [12] In addition to championing working conditions and supporting fair wages, trade unions are often deeply connected to their communities, which are important stakeholders in the identification of slavery.

These factors should make working with trade unions a core part of coalition strategies going forward, especially considering that trade unions' solidarity gives them a powerful voice to influence employers, not only to respect worker rights but to help slavery victims and survivors.

Leveraging trade unions' line of sight into labor exploitation, coalitions have a ripe opportunity to provide front-line resources.

Many workers don't know their rights and may think that conditions like slavery are normal. Being on the front lines, trade unions have significant visibility into labor issues and a clear line of sight into vulnerable labor positions, including the ability to identify and document cases of forced labor. They also have the ability, if not the resources, to provide workers' rights education and avenues for finding help if employees believe they are being exploited.

Several NGOs participating in our study currently offer unions training on how to identify labor exploitation. But this area represents a significant opportunity for coalitions to support and enhance trade union efforts through front-line training and reporting mechanisms such as hotlines.

Enabling transformative change through the coalition model approach

One objective of this study was to surface and aggregate the needs and priorities of anti-slavery NGOs and coalitions to inform the deliberations of the Alliance 8.7 Global Coordinating Group and Action Groups. As an added benefit of the process, respondents offered a number of potential solutions for challenges typically experienced by organizations working in the anti-slavery space. By and large, these solutions reflect the fundamental value proposition of the anti-slavery coalitions in support of SDG 8.7 and beyond: Creating a space for collaboration, cooperation, and knowledge sharing can enhance overall impact. The whole coalition is greater than the sum of its parts. By structuring and using coalitions appropriately, the anti-slavery community has a significant opportunity to alleviate some of the major challenges experienced by NGOs and civil society:

- Extending limited resources by creating economies of scale through shared services models
- Maximizing learning and demonstrating value through collective measures of impact
- Driving local, grassroots change by targeting both small, growing businesses and major brands
- Strengthening credibility and effectiveness of interventions and policies by putting survivors at the core of activities

Shared services models

One of the most commonly cited challenges of civil society is resource constraint. We heard consistently that organizations often fight over small pots of resources. This both disadvantages smaller organizations that lack the dedicated structure to pursue opportunities and detracts from the programmatic efforts that benefit survivors and victims. Anti-slavery coalitions made up of organizations working in slightly different focus areas or across distinct geographies may benefit from exploring shared services models.

Shared services can help organizations achieve economies of scale by jointly managing and delivering services - a practice applied in the private and government sectors for decades. While nonprofit organizations have experimented with shared services for years, anti-slavery coalitions—given their purpose and structure—have a significant opportunity to adopt these principles more systematically. When applied effectively, shared services models can lead to collective cost savings and increased efficiency gained by sharing common services, such as human resources, information technology, administration, and accounting. These efficiencies can lead to improved governance, increased bargaining power, and an opportunity to focus more on direct service delivery to achieve the member organizations' missions.

At the same time, organizations that engage in shared services may face a number of challenges. For example, transitioning to a shared services model may require approval from grantors and funding bodies—an often-lengthy process. The shift also requires a cohesive change management strategy to mitigate potential loss of positions, consider detailed governance implications, and appropriately establish the shared services arrangement. The absence of such a strategy may create the risk of reputational damage and inter-organizational conflict. Despite these challenges, shared services models offer a unique opportunity for anti-slavery coalitions to alleviate some challenges and free up more resources to serve victims and survivors of slavery.

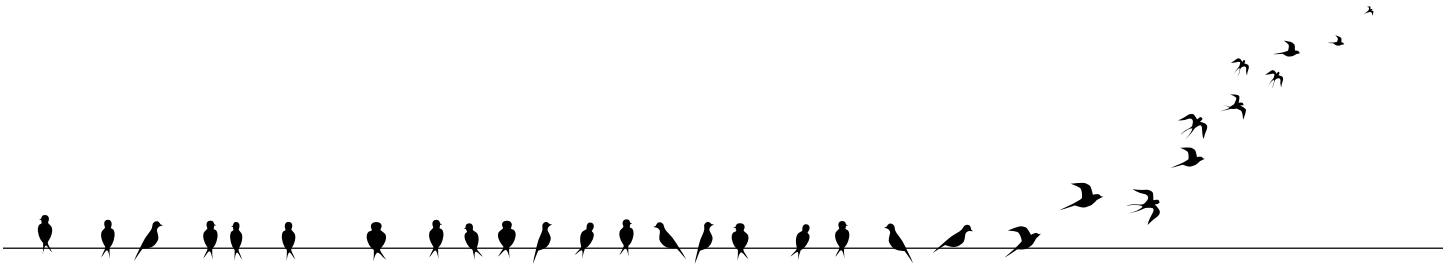
Structure of shared services models

Shared services can be organized various ways. Often, organizations with excess capacity seek to reduce wasted resources by sharing their services for a small fee. On other occasions, organizations form coalitions and invest in net-new shared services.

It is important to note that while some core services—such as back office, administrative, and equipment—could be shared, others might not be shared. One rule of thumb is that functions which tend to be common across multiple organizations can be shared, while those that are strategically critical and unique to the organization should not be. [13]

Examples of services that could be shared across anti-slavery coalitions include:

- Human resources (HR) administration, hiring, and benefits management
- Accounting and auditing
- Development and delivery of training curriculum
- Bulk purchases of, for example, food, equipment, and office supplies
- Shared software licenses for functions where personally identifiable information (PII) is not a concern
- Advocacy efforts
- Impact measurement



Services that might not be shared across anti-slavery coalitions include:

- Branding and communications activities
- Direct service delivery and case management functions
- Services provided via restricted funding sources

Shared services in action

The following examples illustrate the benefits shared services can provide to coalitions:

Children's Home and Chambliss Shelter, Chattanooga, Tennessee. This organization contracts administrative services to five nonprofit childcare agencies. Structurally, The Children's Home "meets all licensing and financial requirements, manages the staff, does the admissions, and reports to the board" for an annual fee of between $22,000 and $28,000. While participating agencies remain functionally independent, they share back-office services and benefit from the leadership of The Children's Home's Executive Director, who plays a key role in each agency's effectiveness. [14, 15]

NGO House, Sofia, Bulgaria. The NGO House in Bulgaria is a shared work space exclusively for nonprofit organizations working in Bulgaria. In addition to sharing office space, NGO House also offers a social and learning environment where nonprofits can share leading practices, conduct trainings, and engage the community. Examples of past events include navigating NGO registration and regulatory hurdles and a panel discussion regarding rights of stateless peoples. [16]

ATEST, Washington, D.C. An advocacy organization made up of 12 US-based human rights organizations with anti-slavery programs globally, the Alliance to End Slavery and Trafficking (ATEST) is a great example of the potential for cooperative impact. Citing their "collective experience implementing programs at home and abroad" as a unique value proposition, they rely on this breadth and depth of experience to effectively advocate for victims and survivors across a multitude of issues. [17]

Questions that can be considered for coalition discussion

1. Has your organization attempted a shared services model?
2. If yes, what was the structure of the model, and what have been the results?
3. What services would you feel comfortable sharing with other organizations in your region or network?

Collective impact measurement

Another common challenge expressed by study respondents, as noted previously, is a lack of wide-scale research related to slavery. Isolated studies exist and are conducted by a variety of academic and nonprofit stakeholders. However, these studies are disparate and often do not rely on common metrics. This lack of connectedness minimizes the potential ability to apply findings more broadly and adjust service delivery accordingly. Adopting a common agenda and vision across anti-trafficking coalitions could help create a platform for shared measurement that would help organizations and academics in the space track progress and challenges in a more uniform manner. [18]

Shared or collective impact measurement is "the use of a common set of measures to monitor performance, track progress toward goals, and learn what is working and not working." [19] Though current research on modern slavery is isolated and disparate, it does not mean there is a dearth of experience or evidence. Organizations globally have identified successful strategies to address some of the complex challenges faced by slavery victims and survivors. However, while the knowledge exists, there is a need to enhance and expand common platforms to share these findings, exchange learning, and test solutions broadly. For example, the US-based Monitoring and Evaluation of Trafficking in Persons (METIP) group meets periodically to share methods, techniques and findings. Forums such as METIP could be usefully expanded with a modest investment.

Learning from other sectors—such as education—in which collective impact measurement models have been deployed, may benefit coalitions that have the opportunity to consolidate research and findings across many organizations, regions, and areas of expertise.

For shared measurement to be successful, coalitions should work toward developing:

- A common agenda
- Uniform methods of measuring and reporting on success
- A crowdsourced set of key indicators and proxy metrics
- Key considerations and contextual factors across regions and typologies of trafficking [20]

Consistency in these key areas can help align efforts across disparate organizations and institutions and promote learning from organizational successes and failures. Unsurprisingly, implementing shared metrics can be challenging. It goes against the traditional paradigm of evaluation, which is "focused on isolating the impact of a single organization, or of a single grant, rather than assessing the impact of multiple organizations working together to solve a common problem." [21] Also, coming to consensus about common metrics is incredibly costly and time consuming, and finding opportunities to convene enough stakeholders to establish these measures is difficult. Finally, maintaining and sharing data across many organizations poses financial and logistical challenges.

That said, shared measurement offers many benefits. Given their role as convener of multiple organizations working in the anti-slavery space, coalitions are uniquely positioned to source and implement shared metrics. Shared measurement can increase alignment of goals between multiple organizations and create the opportunity to scale successful interventions. Collective impact measures can also facilitate the pooling of resources to conduct broad-based, longitudinal studies, and even lead to development of evidence-based leading practices. [22]

Collective impact measurement in action

The following examples illustrate potential benefits of collective impact measurement:

Calgary Homeless Foundation, Calgary, Alberta, Canada. In an effort to create a unified approach to addressing the problem of homelessness in Calgary, the Calgary Homeless Foundation convened a variety of stakeholders to first define key programmatic measures. What they discovered was that service providers had a very different understanding of the key population and were not necessarily tailoring services to the needs of the beneficiaries. This realization prompted the development of common metrics and ultimately resulted in a significant change in the way many service providers delivered services. Furthermore, organizations began coordinating more effectively to increase the impact of their services. [23]

Verite's Cumulus, Amherst, Massachusetts. A common concern of data sharing is the desire to maintain organizational privacy and protect the anonymity of slavery victims and survivors. In addition to data anonymization techniques, Verite developed a platform—Cumulus—based on patent-pending technology, to store and share confidential supplier data and due diligence reports. Companies that use this secure online membership platform can "access previously unavailable, actionable, data-driven information from multiple sources and recommended preventative measures." [24]

Delta 8.7, New York, New York. Delta 8.7 is Alliance 8.7's global knowledge platform—an effort to aggregate successful practices aimed at eliminating modern slavery. Built on the belief that data is "the world's most valuable resource to fight child labor," Delta 8.7 is a partnership of 35 specialists in this space and several multinational organizations. In addition to consolidating and endorsing successful practices, Delta 8.7 is also building a platform to aggregate and visualize global data on forced labor and human trafficking. [25]

Questions that can be considered for coalition discussion

1. Does your organization conduct research in the trafficking space?
2. If so, how do you identify and select key metrics?
3. What is the greatest gap in anti-slavery research, and how can the coalition model help fill this gap?

Teaming with local businesses

In efforts to promote corporate social responsibility and responsible supply chains, our study respondents acknowledged that civil society organizations traditionally target large, consumer-facing multinational brands. These companies certainly have widespread impact on labor practices and will likely have a significant role to play in the anti-slavery agenda.

However, study respondents also raised the interesting idea that smaller and medium-sized businesses may play a more prominent role when it comes to driving local grassroots awareness and change. One survey respondent mentioned that interactions with smaller and medium-sized businesses at the grassroots level often fall under the radar.

A number of key factors make such businesses promising as agents of change and targets of coalition advocacy efforts. In many instances, forced labor occurs in companies serving the national or local market rather than international supply chains. Small and medium-sized businesses are often connected to larger companies as suppliers and play a critical role in introducing goods to the global market. If educated on the issue and warning signs of trafficking, they have the capability to distribute this information to a much larger, global network of companies.

Given their size, such companies tend to be risk-averse from a regulatory perspective, so they may be more open to taking necessary actions to assess their supply chain practices. They tend to scale quickly and may eventually assume a much broader footprint. And, these companies are generally tied into the local community and can become effective partners in identifying areas of risk for service providers, law enforcement, and civil society to further explore.

Teaming with local businesses in action

The following example illustrates potential benefits of teaming with local businesses:

Aspen Network of Development Entrepreneurs (ANDE), Washington, DC. This global network of organizations encourages entrepreneurship in emerging markets by providing critical financial, educational, and business support services to small and growing businesses. Based on the idea that these businesses can create jobs, drive long-term economic growth, and promote environmental and social benefits, ANDE believes that small and growing businesses can help lift countries out of poverty. [26]

Questions that can be considered for coalition discussion

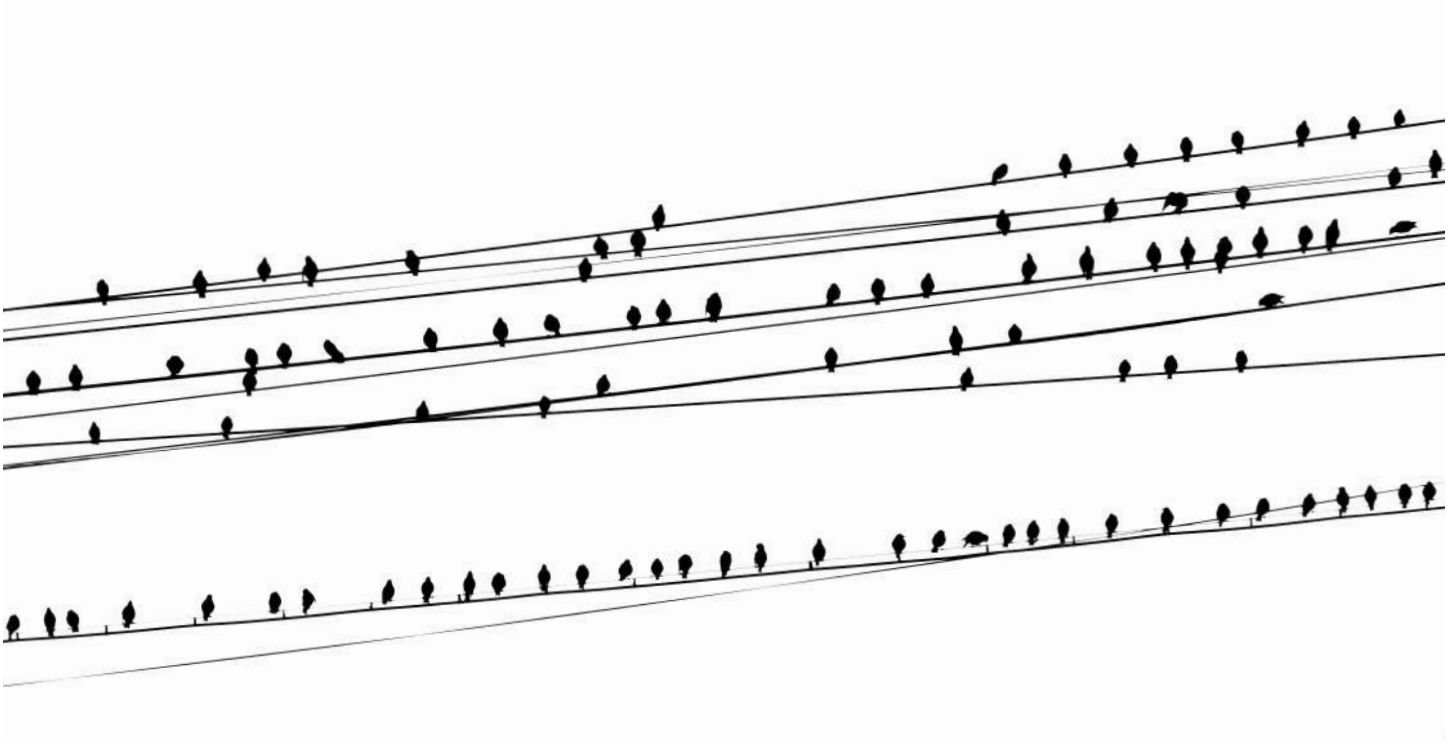
1. What has been your experience with advocacy efforts as they relate to local business?
2. Does the coalition model provide a unique platform or perspective to approach this key community?

Integrating survivor voice

Although civil society organizations play a critical role in the eradication of modern slavery, survivors of slavery can often be the strongest and most effective advocates to promote change. Without integrating survivors effectively into program and policy design, these efforts may lack credibility and ultimately miss the mark on delivering needed services to victims and survivors.

As anti-trafficking coalitions advocate for trauma-informed policies and organizations seek to increase the impact of their services, survivor perspectives can be authentically integrated in a number of ways:

- *Promote survivor leadership*—Survivors are the s pecialists of their own experience. They are best suited to represent their own demands and perspectives.
- *Create opportunities to learn from survivors—*Allies should seek out trainings offered by survivors and consider themselves advocates, as opposed to experts, in the field. Creating forums where survivors are authentically engaged in planning and executing the event, as opposed to being limited to speaking roles, can help create a more effective learning environment.
- Hire survivors—In addition to creating liaison or board member positions, several organizations in the anti-slavery space, such as AnnieCannons and Wellspring Living create viable pathways for employment of survivors. [27]



- Pay survivor consultants—Survivors who participate in shaping policies, programs, or services should be compensated for their time and expertise.
- *Incorporate survivor voice in research—*Survivors should be included in the design and execution of research studies, and the research should be conducted in a way that is ethical, legal, and aims to benefit survivors and victims, as opposed to putting them in greater risk.

Examples of integrating survivor voice

The following examples illustrate potential benefits of integrating survivor voice:

Coalition to Abolish Slavery & Trafficking, Los Angeles, California. CAST focuses on work that is "directly informed by the real experiences of the clients it serves." [28] The organization developed two leadership programs, the Survivor Advisory Caucus and National Survivor Network, to build a community of survivors focused on peer-to-peer mentorship and survivor-led advocacy. CAST attributes its success in shaping state and federal anti-trafficking legislation to the strength of these networks, which "encourage survivors to realize their own leadership qualities and to value their insight, not just as survivors, but as experts in the field." [27]

The Laboratory to Combat Human Trafficking, Colorado. LCHT believes that slavery survivors are too often left out of strategic conversations where their wisdom and experience are essential. When they are included, it is often to "share their story" rather than actively participating in the discussion and informing and advising decision makers. LCHT takes great care to include survivors in its research, training, and other work, as evidenced by its investment in an ongoing survivor leaders' group that aligns with the organization's mission, vision, and values. [29]

Courtney's House, Washington, D.C. Courtney's House creates leadership opportunities outside of its traditional anti-slavery programs to provide minors with the opportunity to engage as leaders while they simultaneously receive services as clients. The organization's successful intern program allows these young people to participate in activities such as welcoming new clients and spearheading social media campaigns. A major component of that success is that the program is elective. [30]

Questions that can be considered for coalition discussion

1. In what ways have efforts to promote survivor leadership across the anti-slavery movement been authentic, and successful?
2. In what ways have they fallen short?
3. What role can coalitions play in elevating survivor voice across regions and sectors?

Considerations for NGO allies

While there are many steps that NGOs can and should take on their own, there is also an essential role for entities in other sectors in support of NGO coalition-building. The premise of Alliance 8.7 is that there is a shared interest among many governments, businesses and workers organizations in eradicating slavery. A vibrant civil society movement is in the interest of all actors with a genuine commitment to hastening the achievement of SDG 8.7.

To that end, there are a number of considerations that friends and allies of NGOs can undertake to build stronger NGO coalitions:

1. Invest in strengthening national coalitions of anti-slavery organizations, beginning with coalitions in the Alliance 8.7 "Pathfinder" countries that can serve as exemplars of progress towards SDG 8.7. These investments would include support for basic coalition infrastructure; leadership development, especially survivor leadership development; communications and advocacy skills, with an emphasis on elevating survivor voices; and database development.
2. Supporting a multinational network of anti-slavery coalitions that can inform Alliance 8.7 and its Action Groups; serve as a vehicle for information sharing and dissemination, including the Alliance 8.7 Knowledge Platform; and address cross-border trafficking of forced labor and region-specific needs. Investment opportunities in this area include support for regional NGO dialogue and NGO participation in regional anti-trafficking processes; substantive NGO engagement in the biennial ILO Conference on Forced and Child Labor; and facilitation of sustained communication among network members.
3. Implement a civil society organization (CSO) innovations laboratory through coalitions that can pilot and rigorously assess monitoring and evaluation (M&E) methods, metrics and approaches to reducing modern slavery. By carrying out such research through coalitions, it would facilitate the sharing of knowledge and the diffusion of innovation. The research could be done in collaboration with academic or research institutions, which could help enhance both the rigor of the analyses and the relevance to the needs of implementing organizations.

Conclusion

Achieving SDG 8.7 will require more focused and unified efforts between civil society and the other three sectors - government, business, and trade unions. With nearly 3,000 anti-slavery organizations worldwide, the number of interested parties doesn't seem to be an issue. However, coordination between those organizations—and existing coalitions of those organizations—is a challenge for the many reasons our study respondents indicated. If awareness is the first step toward change, we hope the findings and considerations presented in this paper can help stakeholders across the anti-slavery movement understand the challenges the movement faces as well as the opportunities, both immediate and longer term, to overcome them.

In particular, as anti-slavery organizations move forward, they may benefit from looking at opportunities to join existing coalitions or considering the formation of new ones. Shared services can help such coalitions pool resources, reduce overhead, and present a unified front as they pursue a shared mission. By engaging with local businesses, they can multiply and extend their efforts. And, by recruiting survivors to be leaders in these organizations, they can amplify the voice of survivors for greater impact in coalition efforts. Governments, multilateral institutions, and businesses seeking to hasten progress toward SDG 8.7 have a self-interest in a vibrant civil society movement against slavery. To that end, they can make critical investments in coalition-building by supporting national coalitions, multi-national networks of anti-slavery NGOs and testing of M&E methods and programmatic innovations through coalitions.

None of this is likely to be easy, and new challenges are likely to arise. But we hope that the insights from this study can play an important role in existing and future anti-slavery efforts if all stakeholders will apply them across the movement.

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Appendix

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