

Lessons in supporting human trafficking survivors and individuals at risk to exploitation into employment. A SWOT Analysis of Social Inclusion models from Europe

2016

BUSINESS AGAINST SLAVERY TOOLKIT

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NOT FOR SALE 

This paper was written by the Samilia Foundation and Not For Sale and produced as part of the Business Against Slavery toolkit, a project aimed at engaging companies through effective tools and resources for addressing both the supply of and demand for human trafficking in Europe.

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We hope to deliver a manual that will be of interest and use to those who wish to implement or improve social inclusion programmes for survivors of human trafficking in order to bring more success and provide survivors with a sense of self worth and capacity to integrate society in a positive way for themselves and for those around them.

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1. INTRODUCTION

There are more people enslaved today than at any other point in history. The crime affects over 30 million people and turns a profit of over \$150 billion, with sex traffickers alone making over €2,5 billion a year in the EU.

The lack of economic opportunities, compounded by low standards of education make populations in less developed countries, such as parts of Eastern Europe, very vulnerable to traffickers. Oftentimes people, especially young women, are manipulated into co-dependent relationships or fall victim to organized crime syndicates that make promises of a loan or a better economic situation in Western Europe. They end up being exploited into a web of debt, and forced to sell their bodies to work without being compensated for the fruits of their labour or without realizing the exploitative situation they are in when it relates to a love relationship with the trafficker.

For a survivor of human trafficking, successful reintegration and long-term protection against future exploitation is contingent on the ability to secure and maintain opportunities for economic empowerment. With poverty among the greatest driving factors for exploitation, financial independence falls amongst the top priorities for trafficking survivors, their families and the agencies supporting their recovery. Without a job and a secure stable income, survivors risk falling back into poverty, and into the hands of traffickers who can exploit them again, making it even harder to ever escape. Social service agencies serving trafficking survivors have identified

economic empowerment, through professional training and job placement, as a critical component of reintegration. In recent years, agencies attempting to address this need have begun identifying and developing collaborations with socially-inclusive companies and those willing to extend professional opportunities to individuals that they serve. These social inclusion programmes range in their scope and structure, the resources involved, and the resulting successes and limitations in terms of their impact.

This following SWOT (Strengths, Weaknesses, Opportunities, Threats)¹ Analysis is a first of its kind study on social inclusion as it relates to the training and employment of human trafficking survivors and those at risk of exploitation. The analysis discusses the findings and lessons from social inclusion programs designed and delivered by both social agencies working towards survivor reintegration and also companies delivering opportunities to survivors in Europe. The paper draws on the first hand experiences of the social partners and businesses involved in implementing these programmes, and compares the strengths, weakness, opportunities and threats of these models for social inclusion. In addition, it makes recommendations for the development and strengthening of social inclusion programmes for survivors of human trafficking, which inform the development of best practise guidelines for businesses seeking to create training and employment opportunities for survivors of human trafficking. The Guidelines for the Social Inclusion of Survivors of Human Trafficking are included in the toolkit available on the project website.

1- Internal factors to the organization

Strengths: characteristics of the business or project that give it an advantage over others.

Weaknesses: characteristics that place the business or project at a disadvantage relative to others.

External factors from the environment of the organization

Opportunities: elements that the project could exploit to its advantage.

Threats: elements in the environment that could cause trouble for the business or project.

2. METHODOLOGY

Six social inclusion programmes delivering professional training and employment opportunities to trafficking survivors and at-risk groups in Europe were analysed. These six programmes fell under two distinct program models: two were

initiatives designed by companies, one by a major grant giving Foundation and three were designed by social service agencies. Qualitative data about the programme was collected through a survey completed by key staff at each organization. The survey

was developed with standardized questions designed to identify the strengths, weakness, opportunities and threats of each programme.

Strengths and weakness were defined as factors internal to the programme, including:

- ➔ The types of training and employment opportunities offered;
- ➔ Number of people reached (via jobs/ training opportunities);
- ➔ The programme's growth since it was launched;
- ➔ Funding and resources;
- ➔ Relationship to the organization's core mission and strategy
- ➔ Training of staff responsible for running the programme.

Opportunities and threats were defined as factors external to the programme, including:

- ➔ Available and quality of partners offering supportive services to the key population
- ➔ Trends/ directions in the industry;
- ➔ Current economy;
- ➔ Wider support services
- ➔ Legislations promoting such programmes or making them more difficult

Companies | Organizations | Partnerships

The companies and organizations that were analysed as part of the SWOT had similarities and differences. Despite the variance... and population served, these initiatives share a mission: **to enhance the successful reintegration of human trafficking survivors and people at risk through professional training and employment.**

While each programme and initiative was different, each organization and companies had one aspect in common- they each focused on an external partnership that worked together to reach the programme goal.

SUPPORTING HUMAN TRAFFICKING SURVIVORS AND INDIVIDUALS
AT RISK INTO EMPLOYMENT

Companies and major grant giver Analysed:

- Delhaize Group (Bulgaria, Greece)
- Marks & Spencer (United Kingdom)
- The King Baudouin Foundation (Belgium)

Organizations [Charities & Non-Profits] Analysed:

- Business in the Community (United Kingdom)
- Emmaus Bristol (England)
- Not For Sale (the Netherlands)

METHODOLOGY

- Define strengths/ weaknesses, opportunities and threats for each participant
- Sample size/ types of companies and non-profits
- Discuss how the research was done
- Define and provide standardised questionnaire to help identify strengths across the board
- Analyse the strength, weaknesses, opportunities and threats of each programme
- Draw conclusions/recommendations

3. WHAT IS SOCIAL INCLUSION?

Social inclusion in the workplace is the process of changing structural inequality and improving the involvement of disadvantaged people. The importance of social inclusion is to create a society in which people's differences and pasts are respected and do not inhibit them from their future goals and potential. Because the integration of human trafficking survivors in the workplace is rather new and limited, this research will include a scope of other vulnerable populations, such as homeless people.

Vulnerable populations often face some of the same difficulties and the developed solutions are similarly applicable. By exploring other at-risk groups we gain a more thorough understanding of incorporating diverse populations into a workplace and understanding how to create a socially inclusive work environment, for the general workplace.

There is no one size fits all model that businesses should follow in order to incorporate and implement social inclusion and workplace diversity. Survivors of trauma offer a wide range of skills and ideas that help companies keep their top talent. By creating a socially inclusive workplace, businesses are welcoming the ideas and innovations of all people, not just the typical white collar worker, thus opening up opportunities for people to lead productive lives and saving them from more trauma and hardship.

4. MODELS OF SOCIAL INCLUSION FOR TRAFFICKING SURVIVORS (RE) ENTERING THE WORKPLACE

BUSINESS OR MAJOR FOUNDATION-LED MODELS

COMPANY OVERVIEW

Delhaize

Delhaize has been extending services to survivors of human trafficking in Eastern Europe and the Balkans since 2013 and persons with disabilities since 2009. These programmes align with Delhaize's vision to be a responsible and sustainable partner in the communities where Delhaize operates and fits in with their diversity policy. The company collaborates with community-based

organizations serving trafficking victims with the support of the Samilia Foundation to recruit, train and create new internship and employment opportunities for candidates referred by these partners, with the goal of equipping survivors with the skills they need to overcome their circumstances.

Marks & Spencer (M&S)

"Marks & Start" is a Marks & Spencer (M&S) work placement programme for people who face barriers getting into work. The programme was piloted in 2003, when the company engaged their customers to help select the key populations that would be targeting through the programme. From feedback provided by M&S customers, the following four groups of people were selected: single parents, individuals with disabilities or health conditions,

and individuals who are homeless or at risk of homelessness. Participants for the programme are recruited in collaboration with charity partners, and receive 2-4 week trainings and work experience placements in M&S stores and offices and across all departments including food, administration, general merchandising, backstage duties, and operations.

The King Baudouin Foundation

In 2006, the King Baudouin Foundation (KBF) in Belgium launched the Trafficking Victims Reintegration Programme (TVRP) to enhance the scope and capacity of reintegration programmes for trafficking victims in the Balkans. The TVRP was designed in an effort to ensure that trafficking victims would receive the assistance and support required to recover from trafficking and to support their sustainable reintegration. The TVRP involved supporting NGOs working on the reintegration of trafficked persons in the Balkan region which included grants to NGOs, issue papers, organise technical seminars and partner meetings.

Supporting programmes that build capacities to provide sustainable reintegration of trafficking victims was one of the main goals of the TVRP. Encouraging the cooperation and synergy with government services and national referral mechanisms, and identifying effective human rights centred models and approaches to reintegration was also highly valued. The social business fund was created to provide technical support and training for NGO's ready to implement a social business. There were 4 social businesses, and these allowed NGO's to diversify their sole source of funding, created job opportunities and provided training to beneficiaries

SUPPORTING HUMAN TRAFFICKING SURVIVORS AND INDIVIDUALS
AT RISK INTO EMPLOYMENT

STRENGTHS

- When Delhaize launched the programme there was no clearly defined strategy. The programmes were created in response to the current community needs. When the Samilia Foundation approached Delhaize about a partnership, Delhaize had an open mind set to contribute to the programme because they did not have a black and white idea of how they wanted to run the programme
- The vision that Delhaize has for the success is based on the goal of the programme. For example, with employment being the goal of the programme, then Delhaize would gauge success by how many people they recruited. In other aspects, if the goal is training, then Delhaize looks at how they have strengthened the profile and hiring success of those trained. It was important for Delhaize CEO Europe to start with a success story that would help teams be convinced to continue the programme and make efforts later on when difficult situations would arise
- From a broad perspective, Delhaize does not have a singular criteria for success, but the satisfaction of the NGOs and the people trained or employed are significant factors by which success could be judged

OPPORTUNITIES

- State/ government financial support would be of great assistance – like it has been the case in the past for funding the positions of people with disabilities/ special needs, making it a lot easier for managers and heads of departments to approve hires for people with special needs, which might otherwise be expensive for the company
- Improving educational and training opportunities of store and line managers could increase their commitment to the programme
- Increased collaboration and communication between NGOs and the company. Increase transparency from the NGOs regarding the profile/ competencies of those applying for jobs would help to set clear expectations and enable HR teams to identify a position that matches with the competencies of those involved
- Further development of the informal training received by Delhaize HR recruiters from local NGOs along with social workers and survivors
- There will likely be more efficient opportunities in the future to organize education/ awareness and some training for staff to learn more about the profile and mentality of trafficking survivors

WEAKNESSES

- Since the start of the programme, there had been no pre-defined budget paid for by Delhaize, and although there is hope that this might be possible, it is still unclear at this time how that would be funded in the future

THREATS

- The stability of NGOs and internal stakeholders commitment are essential to long-term success. The consistency of these commitments to date has been unstable, which negatively impacts the programme
- Success scope of the programme cannot be separated from society. For example, Greece being under financial crisis for over 5 years has hugely affected the company's ability to provide opportunities to those candidates. Partners involved and the overall financial health of the company can affect success. BUT if you separate the external factors and focus only on the internal factors, gradually the expectations of the programme could increase - i.e. "If we expect that we will help people in more and more ways, the meaning of success broadens as it becomes part of the company culture"¹
- The financial crisis has affected the existence of NGOs and therefore of reliable consistent partners

STRENGTHS

- When individuals go through the Marks & Start programme, the most positive outcome for someone to be successful is to go into paid work, or into education or training
- The Marks & Start programme initiates a buddy system within as many work placements as possible. This proved to work really well when pairing the candidate up with an existing employee, different to their coach or line manager as it allows the candidate to have peer support while undergoing his or her placement and have accountability to someone on a similar level
- The marks and start programme initiates an accreditation, which allows individuals who are suitable to engage in their placement to go straight into a job vacancy with Marks and Spencer without having to apply online or be interviewed. This really increases the "into-work rate" for individuals
- The recruitment process of putting candidates into a job is an amazing "try before you buy" way of examining the skills and attitudes of the candidates whilst they are on their work experience placement with Marks and Spencer
- Running groups/cohorts of the programme allows for accountability and ownership of something for the candidates who are part of the programme

OPPORTUNITIES

- Members of the employee engagement team have no prior experience in running social inclusion programmes, but have all the opportunities available to them when learning on the job
- When the youth unemployment rates went up to the highest levels they've been at (1 million in the UK) it enabled the Marks and Start business to do something on a larger scale to support young unemployed people
- In the future it would be great to have the programme in every M&S store in the country to offer all employees the opportunity to get involved in the programme
- It would be beneficial for Marks & Start to be part of the recruitment strategy for every new store that Marks and Spencer opens as it is the case in some areas, but not everywhere due to charity partner coverage and funding
- Expanding the programme to Marks and Spencer distribution centres and offices would be a wonderful opportunity, rather than just being in stores. There is room for growth
- The amount of funding available internally and externally – where Marks and Start can leverage funds from external sources is brilliant for the sustainability of the programme

WEAKNESSES

- Funding for the programme is influenced by the Marks and Spencer business. Depending on the direction the business takes each year, Marks & Start could be significantly impacted in its sustainability
- Some candidates come onto a placement alone without being paired up with a buddy (an existing employee in the same department) but this lack of peer support negatively impacts the candidate integration
- Some regions lack senior ownership of the programme, which makes problem solving much slower since they can't escalate to the head of HR for the region.

THREATS

- The welfare system sometimes hinders the candidates from taking jobs that are under 16 hours a week as they are not better off working!

The King Baudouin Foundation

STRENGTHS

- The TVRP strived to reach success rates for victims of trafficking in a holistic way that includes safe accommodation, stable physical and mental states, vocational training, and a paying job that allows for financial autonomy and self sufficiency
- The TVRP used a victim centred approach that allows biases to be eliminated in the creation, implementation, and duration of the programme
- Once the programme was implemented and fully understood, the success goals of the TVRP changed from short term reintegration to long term, creating a new approach which is more innovative and successful
- At the beginning, it was a tailor made programme, which, as it went along, was transformed to suit the actual needs of the programme. KBF, as a donor entity, allowed flexibility in the funding in order to ensure the best possible use of the grant
- The entire TVRP was built from the bottom up directly with partners without KBF imposing anything upfront, they let the NGOs have a voice in how the programme was going to work
- The programme was about funding, but also about insuring partners' growth and help each other
- Once a year, partners met for technical workshops with the goal of talking about cross cutting issues. This allowed for collaborative practice. The workshops focused on economic issues, on how to deal with children of beneficiaries, monitoring and evaluation and ethical principles of the reintegration process

OPPORTUNITIES

- The TVRP has specific Project Managers that specialize in creating bottom up programmes
- The programme brings in external trainers and experts on cultural heritage, de-radicalization, human trafficking, etc- on all areas that the TVRP focuses on, there are therefore external opportunities for programme managers and NGO's to be trained
- The partnership of the GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit)¹ in 2011 and their co-funding allowed the TVRP to expand in five other countries
- The TVRP had agreements with businesses and companies to hire beneficiaries, with 80% of 90% of the job funded by the job, and 20% covered by the KBF
- Governments need to do more in the assistance of trafficked persons rather than persecution
- Governments were relying on the Foundation to fund programmes, avoiding funding it themselves

WEAKNESSES

- The programme was funded directly from the KBF and had an 8-year commitment, after the funding finished so did the programme. The programme as it is, is unfortunately not sustainable without the KBF funding,
- Short term services to victims of trafficking turn out not to be so beneficial

THREATS

- The lack of government funding of the reintegration programmes in each of the Balkan countries has been the biggest barrier against the programme because the KBF was the only source of funding for the programmes
- Because of the lack of government funding, when the KBF funding ended, beneficiaries lost their jobs
- Without advocacy for governments to provide longer term funding to rebuild the lives of victims of trafficking, individuals will be even more at risk to fall back into criminal networks and exploitation
- If the KBF funded endlessly the programme, governments would never take a lead in this social issue
- There are challenges related to the social businesses that are implemented because of a unfavourable fiscal and economic environments for these businesses to thrive

Business in the Community (BITC)

Business in the Community launched the Ready For Work Programme in 2001. In the late 90's Homelessness in London was very high, and BITC wanted to find the best ways in which businesses could take a role to help homeless people. "Ready for Work", Business in the Community's national programme, supports some of society's most disadvantaged people to enter employment, with business involvement every step of the way. BITC wants to provide people with skills, opportunities and confidence necessary to help them find employment. BITC believes there is a role for businesses to play in helping getting out of homelessness in the community. Long-term change can come when homeless people gain employment. Participants include individuals who face barriers to work due to experiencing homelessness or being at risk to homelessness (like having criminal convictions, having left care, mental illness, and alcohol or drug abuse). There are 150 businesses in 20 locations that support "Ready for Work" participants through training, work placements and their progress into employment. In return, businesses benefit from cost-effective recruitment opportunities, stronger links with the local community and personal and professional development for employee volunteers.

There are four stages in the Ready for Work Program:

1. Registration day where they talk openly with the programme manager, define background, and goals.
2. Identify about 15-20 people who will most benefit from the programme, and go through a 3 weeks training consisting of:
 - Two-day training (on topics like confidence building, eye contact...)
 - A business training about job skills (CV's , interview practices with business training)
 - An Interview with the work placement (the company that will give them the placement)
3. A two-weeks work placement with a company with a buddy who acts as a guide with the person
4. Post placement support: Support from 6 months to a year with: one on one mentoring, job coaching, peer groups. Some people will go into a job right after their placement but others will be looking for jobs

Emmaus Bristol

Emmaus Bristol- focuses on 25 communities, and their key way of operating is working with people in the community who were previously homeless, and who want to be part of a solution to helping society. Every person has had a history that has led to homelessness- they come off state benefits, and come into the

community to work in the recycling and refurbishing business (Social Enterprise), which then goes back into helping the community. Any surplus goes back into helping projects in the UK, or funding projects internationally. Companions live in the housing unit that Emmaus provides, and work for room and board.

- The work that they do pays for the rent and they get a small cash allowance
- Each companion has their own development plan for the future working with a worker, and a plan towards training for other jobs
- Training is given in manual handling, first aid, food, hygiene
- Training encouraging development package- ie- teaching a companion to learn German to help them in their future, or computer training, to help them develop their future
- There is no ending date to their stay in the community, it can become a way of life and they will grow and develop in the community. Companions sometimes get hired into staff jobs

Not For Sale The Netherlands

Not For Sale focuses on the social inclusion of victims of trafficking in Amsterdam, with a special focus on sexual exploitation in the Red Light District. Over 25,000 women work in prostitution in the Netherlands. Most are from economically deprived regions in Eastern Europe and at high risk of exploitation. Since 2012 Not For Sale partners with a local shelter in Amsterdam that provides short-term housing and social services to international and domestic survivors of human trafficking. The majority are women who have been trafficked for sex. Not For Sale provides professional culinary training to survivors of human trafficking in Amsterdam. Trainees are taught to prepare soup that is sold to women working in the brothels of the Red Light District.

Selling soup to women working in the Red Light District enables Not For Sale to build credible and lasting relationships. These relationships provide insight into the backgrounds and demographics of the women they serve, many of whom are from Eastern Europe. Understanding where victims come from and the environments from which they were trafficked allows to create solutions that build economic opportunities for the most at-risk communities, ultimately preventing trafficking before it occurs. During their culinary internships, survivors gain valuable job and life skills that will help them find dignified employment in their home countries. They experience a normal, healthy work environment that offers them a sense of equality and empowerment. After the women graduate from the culinary training, Not For Sale aims to place them in jobs or paid internships in Amsterdam.

- Women are living in secure shelters and receive money allowance from the government
- NFS has a restaurant/café, " Dignita" outside the Red Light District where victims learn culinary skills
- The café "Dignita" is a business running alongside the Foundation that finances the training programmes
- The training has evolved and has now 3 phases which are accredited from the official education system that provides recognized diplomas for beneficiaries

Business in the Community

STRENGTHS

- All employees have a full induction with the national team on how to run a programme
- There is a comprehensive tool kit with all needed instructions that has a 80/20 rule: programme managers must follow 80% of the programme procedure and 20% are left to individual creativity
- The programme has been leveraged thanks to increased recognition by government and the media that businesses have a role to play in providing support to these issues
- There would be appetite to develop more recruitment practices to create a network of companies. It is not realistic at present time because of the lack of capacity they are facing, but capacity could be developed
- There is a possibility to look at the investment market, which could give stability to the programme market

WEAKNESSES

- The Ready For Work programme used to be funded 50% by the government, 50% by a list of business, but about 5 years ago, funding were reduced to currently no funding at all from the government
- At present time, funding is not enough to keep the programme going, and they are looking at new models through a social impact bond with social housing providers
- One of the biggest challenges is deciding who to prioritize, and choosing the best thing for the individual
- A lot of the businesses they partner with need a lot of support and hand holding to help beneficiaries in the training or to providing work

OPPORTUNITIES

- All employees have a full induction with the national team on how to run a program
- There is a tool kit with all instructions that are needed and there is an 80/20 rule where programme managers must follow 80% of how programs run, and 20% portion can be for them to individualize it
- There has been a lot more recognition by government and the media that businesses have a role to provide help to these issues, so that has leveraged our programme
- We think there would be appetite to develop more recruitment practices to create a network of companies. It is not impossible currently because it is the lack of capacity that they currently have, but capacity could be developed
- The possibility to look at the investment market, which could give stability to the program market

THREATS

- There are current huge budget cuts for charities, and referral agencies- which drops down the number of people being referred to the programme
- The labour market is having huge cuts in jobs
- There has been some changes in government incentives with limited potential for beneficiaries or anyone to get jobs

Emmaus Bristol

STRENGTHS

- Emmaus Bristol views success as being very individual to the companion. If the companion feels that coming to the community helps them find what they want to do in the future, that shows success
- Companions that understand the Emmaus model from the beginning are successful- ie- they feel part of something bigger, and have an understanding that caring and working for others is of help to themselves, they feel they are part of the solution
- With a lot of experience and time, the Emmaus approach became different. The model is now dependent on the companions
- Their KEY TO SUCCESS is the community aspect, and each person has a responsibility for everyone else, and thus is cared for by everyone else. It models a family essentially
- Emmaus has learned to be flexible and evolve with time. Being open to search for alternative ways to look at things is one of their strengths- Just because it worked last year, doesn't mean it will work next year

OPPORTUNITIES

- Companions who are eligible receive housing benefits from the government
- There is a desire to become financially self sustainable
- More funding would allow more solidarity with more companions, and solidarity units, more shops, and more resources to help people directly
- There is a larger vision of doing soup runs and helping people most in need on the streets

WEAKNESSES

- Everything is funded through the social enterprise – there are many expenses, and not a lot is coming in. It is all about companion earning. There are two external shops that sell their goods, but the core business is the recycling and re-use enterprise. This makes the funding and sustainability for the programme extremely challenging
- One of the biggest challenges is the need to make the business/social enterprise work well enough to fund the programme and also have a surplus for the other work that needs to be done
- Emmaus wishes to diversify the skills of companions in order not to rely on one sole person for running the business -ie-when someone leaves, often a department will have to close for a while until someone with those skills or capacities comes into the programme. (A companion who was skilled at bicycle repair left the programme, so the bicycle shop had to close)
- One of the biggest weaknesses is that the community relies too much on, the business/social enterprise

THREATS

- There is a lot more competition in the second hand furniture business in Bristol
- The number of homeless people in need is rising
- Reduction of government benefits is making more people homeless
- Because of the state of the economy, less people can afford to shop in the shops
- Immigrants and asylum seekers do not have access to funds, and it becomes more difficult for Emmaus to help people

STRENGTHS

- One of the biggest strengths of the programme is its length: long term work with survivors . The success of an individual is very personal
- The project is self sustainable as 100% of the income generated by the Café Dignita goes towards supporting the social inclusion programme
- At first, they aimed for trainees to be gain specific professional experience during their traineeship, but with experience they realized that they should aim for trainees to gain understanding and experience as a worker/employee in general and get exposure to a business environment/employment lifestyle
- Thanks to the Dignita café, some fragile women have been able to join the Dignita team and thrive in that safe environment
- The programme has developed further over the 4 years in terms of length and quality. The basic course of 4 weeks has been extended to a programme that beneficiaries can follow over a period of 1 year
- The second phase of the course is developed in collaboration with a regional educational centre in Amsterdam on cooking and hygiene
- Beneficiaries receive an accreditation from the government that allows them to seek for jobs or for further education
- The culinary training also develops jobs skills training and helps women become more resilient as well as learning to be in new environment with new perspectives

OPPORTUNITIES

- Not everyone will go down the same path, there is a need for individualized approach for each person
- Being patient and meeting the girls where they are at
- Expanding to special jobs building
- Partnerships with major food industries all over the Netherlands provides work opportunities for survivors
- Training opportunities are on the rise, allowing more victims to take the courses and to get accreditation

WEAKNESSES

- There is a need to do more life skills training but the current team is too small to do that for now
- There is a need to help employers understand the situations of the girls, respecting confidentiality, and train teams in which they will be inserted to be responsive and compassionate with the women
- Beneficiaries are still often taking a "victim's" position and take any problem very personally, there is a need to enhance self esteem and make beneficiaries understand the normal challenges of working in a company with colleagues

THREATS

- Dependency on government funding for the beneficiaries: if government stopped funding housing and training, the programme would not be able to develop so well

5. Conclusions and Recommendations

The definition of Success

The definition of success varies from organisations:

From Non profit point of view, the notion of success is quite holistic and individual as it includes safe accommodation, stable physical and mental states, vocational training, and a paying job that allows for financial autonomy and self sufficiency but also emotional well being. For some, it's also linked to beneficiaries feeling that they are part of the solution, bringing self-esteem and enhanced emotional autonomy.

From a business point of view, the notion of success is linked to either getting a paid job where beneficiaries thrive or receiving adequate and useful education/training that open the door to successful employment opportunities.

Societal Recession

For companies :

The global crisis is an element that needs to be taken into consideration. For example, the crisis in Greece where Delhaize Group operates has hugely impacted the company's ability to provide opportunities to those candidates.

But a part from these uncontrollable external factors, a company should concentrate on internal factors aiming at helping more people in various ways changing the company culture in broadening the diversity of employees into a rich mix where every one can learn from each other and be of support to each other.

For NGOs :

The financial crisis has affected the existence of NGOs. The lack of government funding puts the whole reintegration programmes at risk of not being sustainable and therefore beneficiaries risk losing their jobs. More people are in a situation of need, making it harder for people to find jobs and help support organisations that develop such programmes.

Social inclusion programme (SIP)

The below tables summarise the findings of this paper :

Internal factors to the organization

Strengths: characteristics of the business or project that give it an advantage over others.

Weaknesses: characteristics that place the business or project at a disadvantage relative to others.

External factors from the environment of the organization

Opportunities: elements that the project could exploit to its advantage.

Threats: elements in the environment that could cause trouble for the business or project.

Design of the SIP

Many mishaps in the execution of the SIP can be avoided if proper steps are taken in the Design stage. It allows to fix and clarify responsibilities as well as foreseen the necessary means and modus operandi with regards to communication and resources among others.

Strengths	Weaknesses	Opportunities	Threats
<p>Mission Statement Strong and comprehensive mission statement</p>	SIP only defined in qualitative terms in a non-holistic way	Mission statement of company inclusion shared with NGO	NGO ignored in the definition of steps, responsibilities and accountability of the SIP
<p>Top Management The SIP program has to get the clear and dedicated support from top management in a clear inside communication</p>	Top management not committed		
<p>Management in charge of inclusion Management in charge of direct execution of the programme well aware of the peculiarities of SIPs. Training and exposure might be needed.</p>	<ul style="list-style-type: none"> o Lack of naming the people responsible within the organization o Not including SIP in key managers' yearly performance-evaluation 		

Strengths	Weaknesses	Opportunities	Threats
<p>H.R. H.R. well aware of the peculiarities of SIPs.</p>	<p>H.R. seeing the SIP as an external project and not as an inclusive programme</p>	<p>External training for company's H.R. staff is needed in cultural heritage, deradicalization, human trafficking etc.</p>	
<p>Communication The SIP programme has to get the clear and dedicated support from top management in a clear inside communication at the onset of the SIP</p>			
<p>Resources Foresee adequate resourcing and budgeting Commit funding on multi-annual programmes to avoid cuts</p>	<p>No initial budgeting for the training and for the overall management of the SIP Lack of programming, implementation schedule. Lack of basic funding for transport to interviews or places of potential employment.</p>	<p>Choice of NGO with strong working capital</p>	<p>NGO isolated or not part of an established network</p>
<p>Monitoring & Evaluation Define SIP objectively verifiable indicators (O.V.I.s) in terms of activities, results and outcomes precisely, for instance: training activities, results as understanding how to respond to hiring opportunities while outcomes are effective hired % of people trained.</p>		<p>NGO involved from the onset in M&E</p>	<p>NGO not understanding the value of M&E</p>

Strengths	Weaknesses	Opportunities	Threats
<p>Mission Statement Actions follow Mission Statement</p> <p>However, the notion of success of the SIP may evolve overtime. The successful inclusion might be more important in the self-esteem and integration with colleagues than really becoming financially independent.</p>	<p>Mission Statement not repeated in the communication</p>		
<p>Top Management Allow a Bottom-up approach based on the need of the beneficiaries and allowing flexibility.</p> <p>The SIP programme has to get the renewed public commitment of Top Management However, a bottom-up approach based on the needs of the beneficiaries and being able to adapt is preferable to a rigid top-down strategy</p>	<p>Lack of presenting the NGO involved in the SIP and clarifying their role and operations</p>		

Strengths	Weaknesses	Opportunities	Threats
<p>Management in charge of inclusion</p> <ul style="list-style-type: none"> o Start with a very specific and restricted programme and build-up o Demand driven = no pre-set ideas o The SIP requires some flexibility 	<p>Rotation of personal responsible for the SIP is to be avoided</p>	<p>NGO to include self-esteem and presentation skills modules</p> <p>NGO to offer a variety of skills development tracks to adapt to different nature of beneficiary's possibilities.</p> <p>Ensuring a personal mentor to oversee extra curriculum problems encountered by beneficiaries. Ensuring a "family" approach.</p>	<ul style="list-style-type: none"> o Not addressing as a sequence: Basic needs (safety and security needs), Belongingness needs as an employee, Self-esteem needs. o Transport and accommodation are necessary the closer possible to employment place (difficult for single people). Child care might be required.
<p>H.R.</p> <p>H.R. to be witness and actor rather than staying observer of the SIP</p>	<p>H.R. building bridges to allow recipient of the SCI to potentially move within the company as an in-house rather than as an outsider</p>	<p>H.R. and NGO staff have regular meetings</p>	<p>NGO should not be ignorant of the company's H.R. requirements</p>
<p>Communication</p> <p>The SIP programme has to get the visibility and progress reporting within the company on a regular basis in order to:</p> <ul style="list-style-type: none"> o Inform o Motivate o Foster inclusiveness 	<p>Ensure in-house awareness raising to combat pre-set ideas on the target population within the organization, i.e. what means human trafficking</p>	<p>NGO part of the communication platform and testimonies</p>	<p>NGO should be involved in the communication and be part of it</p>

Strengths	Weaknesses	Opportunities	Threats
<p>Resources</p> <ul style="list-style-type: none"> o Ensure rapidity of disbursement for expenses related to the SIP since NGO usually financially weak 	<ul style="list-style-type: none"> o Business downturn reduces budgets foreseen and re-orient management focus. o New developments like mergers or acquisitions change corporate commitment to SIP o Standard practice of end-of-month plus 30 days' payment of invoices from the SIP or NGO. Disbursement should be quick. 	<p>External funding for NGO can be leveraged and attract companies to engage in SIP.</p> <p>Strong working capital of the NGO</p>	<ul style="list-style-type: none"> o Economic crisis threatens survival of NGO o NGO deprived from external funding in multi-annual programme
<p>Monitoring & Evaluation</p> <p>M&E done by other than the management in charge of the SIP</p>	<p>Monitoring delayed and mid-term evaluation not done</p>		<p>NGO not willing to participate</p>

Recommendations

- Make a strong and comprehensive mission statement with top management championing the programme and clear internal communication to HR teams to support the integration programmes
- Ensure beneficiaries are in safe housing conditions
- Foresee adequate resourcing and budgeting for multi-annual programmes in order to avoid cuts
- Motivate beneficiaries, find out what they are looking for in life, help them be future focused
- Allow bottom-up, person-centred approach, each person being different and reacting differently to various situations
- Integrate life skills training in every skills training programme and critical thinking skills
- Integrate potential employers in the skills training of beneficiaries
- Provide training to future employers for them to understand the specificities of integrating victims of human trafficking and ensure successful integration
- NGOs involved in the process should provide on going support to both beneficiaries and companies for at least 6 months to a year
- Designate NGO and employer mentors for each beneficiary with a buddy system
- NGOs looking at developing such programmes should also understand the business world and receive training if need be
- Develop, whenever possible, self sustainable projects with a social business running alongside the training programme in order to ensure financial support
- Lobby to get governments make social reintegration of survivors of THB a priority and fund such programmes to the minimum to cover safe housing and all basic needs but also in providing cost-effective recruitment opportunities for companies that integrate them into their workplace
- Integrate business models that work and integrate business people on board
- Provide guidelines to companies for a successful integration of survivors of human trafficking
- Evaluate the programme both internally and externally on a regular basis



The Samilia Foundation is based in Brussels and specifically targets sexual and economic exploitation through awareness raising in Belgium and through education and prevention programs in countries of origin of victims in Western Africa and Eastern Europe. Samilia also develops social inclusion programs for survivors in partnership with the private sector. To learn more, visit samilia.org

NOT FOR SALE

Not For Sale works to protect people and communities from human trafficking. The organization manages projects in Europe, Asia, and the US focused on job-readiness training for survivors and protection of children. Not For Sale collaborates with companies to address trafficking through innovative business solutions. Learn more at notforsalecampaign.org.



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