How a social enterprise model can provide sustainable support to survivors of human trafficking?

Introduction

This paper focuses on the recovery and integration through employment processes of women victims of trafficking for the purpose of sexual exploitation. What are the comprehensive passages of the integration process? What elements are critical for a sustainable integration and how do these factors diverge as the passing of time? And what is vital with the aim to ensure sustainable integration at work?

Monitoring and Evaluation is the single most critical addition necessary to strengthen anti-trafficking work; resources for monitoring and evaluation must be an integral part of all anti-trafficking projects. This report offers the opportunity not only to collect data about anti-trafficking projects but also to use such data to assess whether objectives and wider goals have been met. Data collected can provide an evidence-base to inform and improve strategic and programmatic decisions. Impact evaluations can offer even greater benefits and are particularly useful in the anti-trafficking context where it is often difficult to clearly define target groups and predict sometimes far-reaching and unintended consequences.

A good evaluation should be: Conducted by independent and impartial evaluators; Make methodological frameworks, conclusions and recommendations public and widely available; Evaluate initiatives for fulfilment of objectives, Impact and effects, as well as efficiency and sustainability; Lessons learned should be documented; Ensure that beneficiaries and the other subjects involved in the monitoring and evaluation; Follow issues of safety, security, and confidentiality; Include the participation of recipients and target groups in the evaluation process; Evaluate for relevance, efficiency, effectiveness, and sustainability, with specific reference to the impact on human rights; Ensuring ethical principles; Impact assessments offer critical added value, ensuring anti-trafficking initiatives do no harm; Following effective evaluations, develop mechanisms for feeding successes, best practices as well as failures or lessons learned into future policy and programme design; Assess achievement of results, relevance, effectiveness, and impact of activities and their contribution to results; Improve efficiency and effectiveness; Ensure the transformation of activities into results/outputs; Explore intended and unintended results; Formulate recommendations for adjustments;

There is a lack of sustainable integration services for trafficked persons based on a human-rights approach. This requires a shift in focus from single activities to the overall defined and measurable results and impact of an intervention in anti-trafficking work. It also considers not only the intended but also potential, non-intended negative outcomes. When setting priorities, the relevance of certain measures has to be examined and assessed during monitoring and evaluation. A program should be in according with effectiveness and efficiency. It should be measured if the goals that were set for an intervention have been achieved. Furthermore, it should be monitored whether the impact of a certain strategy or activity is likely to last after the intervention has ended. If not, there should be additional targets such as organizational development or process support to secure sustainability and It has to be ensured that different groups have access to the services provided.

Empowerment, self representation and participation of those affected by trafficking are fundamental principles for a human rights-based approach to reduce secondary victimization of trafficked persons. Individual and tailored assistance and support for trafficked persons enable them to re-/gain control over

their lives and reduce the risk of victimization. Monitoring allows a constant assessment of the quality and impact of anti-trafficking. Monitoring focuses on the implementation of the programme in a form of a ongoing self-assessment. Evaluations are focused on the results of activities, efficient employ of assets and the global efficiency of the programme.

Monitoring, evaluation, and impact analysis are founded on the watchful identification of aims for ending human trafficking and guiding a toolkit of practices, evaluating and monitoring the level of progress of a specific intervention, and providing a framework for understanding the overall impact of anti-trafficking and integration work.

There are useful lessons learned and recommendations on how to strengthen the use of monitoring and evaluation. Data collection strategies should not be underestimated, because could bring out findings especially combining data with program documents and interviewees.

Human Trafficking

Transnational and domestic trafficking of women and girls occurs within systems of global trade, forced migration, and inequalities. In addition, legal and governmental factors such as the existence or lack of labour laws, criminal justice procedures, and corruption impact trafficking. The intricacy of the crime demands a more efficient interdisciplinary collaboration.

Human trafficking has been pushed up the political and policy agenda. At the same time, partnership working has been promoted at international and national levels in order to encourage a more holistic response to trafficking. Across anti-trafficking work, real positive change needs to be demonstrated through effective use of data. There is also a need to expand understanding of human trafficking to assess the myriad of contextual factors and underlying systems that combine to cause human trafficking. Just as the work to address human trafficking is ongoing, hearing from survivors and allied professionals is a continuing priority. Each conversation should be used to document changes in how we protect, and assist victims of human trafficking and inform our next steps in the anti-human trafficking field.

Researches related to human trafficking are onerous due to the intricacy of the problem. Throughout this document, we presents case of women trafficked and their initial steps into empowerment. Although there are resemblances, because their gender and the reality of have been trafficked, in actual fact, there is no archetypal case of human trafficking. Because, the multiplicity of circumstances is wide, to conduct research, provide services, and work extensively about these cases, experts, politicians, law enforcement, business must determine classification of trafficking. Lack of a distinct database of human trafficking, cases slow down the progress of the movement active in this field.

With their potent stories, survivors share some of the events that influenced them, the lessons they have learned during the training (in the contest of this specific program). These conversations allow us to witness the remarkable resilience of the survivors and highlight the importance to analyze the progress and the effort made to ensure the voices of those who experience trafficking in the present are heard. Survivors have more to offer thanks to their stories, not only to the anti-trafficking movement, but to a variety of fields. Supporting survivors begins with let them be as they are. Most of the time, survivors are willing to take back their identity and life. These underserved populations have unique vulnerabilities and thanks to this project we demonstrates the power of conversation and storytelling, showing how the life of survivors are extremely relevant in order to produce new holistic approach to the integration. The stories share reflections from a diverse range of lived experiences, and call attention to the significance of diversity, and inclusion in the evolution of anti-human trafficking initiatives.

The report elucidates the effects of human trafficking on survivors coupled with survivors' exigency and experiences. For businesses interested in improving on this sensitive subject, the report defines the factors of a solid survivor employment line of action, and is a support for business when aiming to include survivors into the organization.

It is important to remember that the term victim and survivor, used in this report do not describe who the person is, because identification as a victim or as a survivor is a choice, and each individual with a trauma past has the right to select how to be identified. For the finality of this report, the term survivor is used to describe an individual who has exited a condition of human trafficking. The term human trafficking is referred to describe a range of exploitative practices like: debt bondage, forced labour, labour trafficking, and sex trafficking. Furthermore, this report applies the UN Palermo Protocol's definition of trafficking, as the "recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation.

Any organization, business, social services and others providing direct assistance to human trafficking survivors, should operate with the first, do no harm policy, because our priority is to ensure that programs are trauma informed, and culturally sensitive. Trafficking survivors face additional barriers such as stigmatization, racism, ostracization, lack of access to education, no technical skills, financial instability, and post-traumatic stress disorder. Trauma may also be reflective of the tactics that perpetrators employ to exploit victims, such as depriving freedom of movement.

There are several chapters for victims of trafficking in their road to integration: thinking and consideration; participating in prosecution; obtaining a long-term residence status or as a beneficiary of another type of protection. With limited access to wraparound services, in many cases, survivors' independence and well-being are difficult to be obtained and, trafficking survivors are at an increased risk of re-victimization. Survivors had diverse urgent needs like emotional support, education, housing and financial assistance, social services, life skills training, legal, health. However, survivors experienced barriers to certain types of services such as housing assistance, employment services, mental and behavioural health treatment (including psychological assistance and psychiatric services), life skills training , housing, safety planning, financial assistance, family reunification, and interpreter or translator services. For part of their lives, they have known no more than abuse and betrayal. They recover their sense of self with deep mental wounds and sentimental shock. With dignified employment, they have the chance to cure deep down inside. In this path, they also embark on to understand about themselves and their skills, resilience and potentials. Sex trafficking comprises, fraud, to compel another person to engage in a commercial sex act, debt manipulation and other form of coercion. As part of the healing process, survivors have a range of needs that must be met in both the short term and the long term. Although physical coercion is readily understood and widely studied, psychological coercion, a form of mental violence is insufficiently discussed in the trafficking literature.

Gender oppression, gender-based violence, and a culture of tolerance for sexual exploitation are huge obstacles to defeat. In according to the statistic, women are highly possibly to live in indigence than men; they experience impediments to education, and other basic and fundamental rights. Migration is another salient constituent of the framework of women who fall victim to sex trafficking. The educational background of the victim of trafficking may be another factor that influences the integration process. Displacement and migration due to conflict, poverty etc, is dangerously contributing to the growing number of cases at risk of human trafficking. We historically know that wars demolish the rule of law, exposing thousands to be smuggled and trafficked worldwide. By separating people from their community, and social and economic financial networks, vulnerability is increased.

Many survivors are focused on basic survival and have had little chance to ponder on their plans for the future. In short, trauma often changes the way that survivors view the world around them. There is strong evidence that steady employment and a stable financial situation also contribute positively toward the empowerment of survivors. The survivor's journey to healing is relative on a range of factors, including to

the survivor's age, physical and psychological health, existing support systems, stability and time and level of exploitation. Rehabilitation for survivors is not a standard process; there are some good time and some more unstable, and trauma and flashback may be recurrent during a survivor's existence.

Not last, for survivors of human trafficking, and modern slavery and other abuse, the pandemic has increased the wound caused by violence and abuse, racism and poverty. If unaddressed, the resulting trauma will have a profound impact on people's ability to access and succeed in their educational and professional development and most important safety. Sometimes, victims and survivors faced obstacles receiving assistance and support as lockdowns, social distancing rules, and a deficiency of resources caused service providers to decrease services. Escaping from trafficking experience also became perilous, especially for people quarantined with their abuser, given reduced chances of movement and elopement.

The aim of this report is to expand the evidences of survivors on their own personal experiences instead to the limited representation of their viewpoints from statistics. We aim to spark awareness about how the private sector can move forward to address the needs of survivors, vigorously promoting them to access vocational training. By connecting survivors with access to safe jobs, Organizations can better support them build the skills necessary to fulfil financial stability and long term safety. A safe and stable life reduces the threat that survivors will be re-exploited in the future. Reinforcing work environments that are inclusive and open to the needs of survivors benefit other workers who have experienced other forms of vulnerably, exploitation, and trauma.

This type of approach, allows organizations to navigate situations with understanding and compassion in the workplace. Businesses are in a privileged position to care about the needs of survivors of human trafficking. That social capital is pure resilience, proven daily by mutual trust and understanding. Businesses became communities, with their sense of belonging, integration and equity. Empowering survivors that might have otherwise thought to be emarginated, focusing on employee strengths, allow businesses to invest in their own destiny, advocating for sustainable development. Mission and vision incorporating a survivor-informed approach and reflected thoughtful application across the organization, are often the leading forces of an organization. Inclusive workplaces can help survivors of any traumatic experience, human trafficking included, conquer their autonomy and empower themselves.

Research methodology

A total of 27 semi structured interviews were conducted. Interviews ranged from 45 minutes to over 1 hour in length. Interviews with service providers were mostly conducted in offices, while interviews with survivors were in locations where they felt most comfortable. All interviews were conducted on the premises of the Company where the participant worked at the time of the interview, except for three interviews performed by video call. A total of four survivors of trafficking were interviewed, all victims of trafficking for purpose of sexual exploitation. Ages ranged from their twenties to their fifties, while the duration of the trafficking experience ranged from several months to less than twenty years. Service providers were from a range of professions: four trainers and one welfare officer. Overall, five service providers were interviewed, coming from Progetto Quid.

Participants were interviewed from May 2021 to 18 October 2021. Participants were generally interviewed three times (two were interviewed four times; one was interviewed twice), to allow the interviewer and the participant to build enough rapport for an interview about sensitive topics. Three participants were interviewed in English, and six in Italian. Participants could choose in which language they wanted the

interview to be held. Interviews were not taped; detailed notes were taken after the interview and were reviewed, synthesized and digitized on the same day.

Interviews with beneficiaries/survivors were conducted utilizing the following tools and indicators: ethnographic, anthropological, empathic, relativistic belonging, support, trust, confidentiality, safety and security, non discrimination, sensitivity problems in the workplace, awareness and empowerment about the program, workplace and work opportunity, relationship to the history of human trafficking, risk of relapse, minimise the risk of re-traumatising, trust and mistrust, attitude to multicultural community in the workplace, attitude to the sense of belonging, seizing the opportunity, labour and social inclusion, talents, human capability, psychological trauma linked with human trafficking past, bridging/ relationship between the team, filters and not barriers, motivation and commitment, focus, reduced vulnerability, adaptability, integrity, cooperation, emotional support (someone with whom the client could discuss something personal),material support (someone who would give a ride or lend something to the survivors), or practical support (someone who would give information or advice to the survivors), social isolation is the absence of social interactions, and relationships with family, friends, and neighbors.

Trainers and the other team member from Progetto Quid, who deliver services to individuals who have been trafficked were interviewed thorough these themes, methodology and issues: identity/ history, human and professional approach, sense of awareness and participation about the project, possible obstacles, competence, skills on the job training awareness, reaction to challenges, requests to the company, bridging/ relationship between the team, filters and not barriers, identify co-occurring problems comprehensively, evaluate that services are culturally and linguistically appropriate, minimize possibility of re-traumatizing (trainers perception), emphasize, choice, and resilience.

There are various factors from the background of the survivor that may influence the integration process in a positive or negative way. Those factors stem from belonging to a vulnerable community, different paths of migration, employment, education history, and family background. The way that the trafficking experience occurred, who the trafficker was, as well as the severity of the experience, had a significant influence on the empowerment process. Restoration of wellness is usually a long and complex journey. This scenario calls for data production and analysis in anthropological and social psychological dynamics. Performance, engagement, and completion are few important key factors in order to understand the empowerment of the survivors and the success of a program.

We opted for a human rights-based approach that holds the survivor's needs, as uppermost in service and program delivery. This approach ensures that survivors are treated with respect and avoids exposure to adverse effects. A survivor's privacy and confidentiality is protected, and interviews are conducted in a non-discriminatory manner. During the interview, is very important to abstain, any temptation to investigate for unnecessary details. Having in mind that the aim is to support individuals, who have been trafficked or are vulnerable to trafficking. Obtain only the information necessary for the report to make pertinent referrals. Is also suggested to take time, without rushing through the analytical framework with the survivors. Give time for the survivors to process each question and respond at their own tempo. Initially, survivors' narratives may appear unfocused or inaccurate but become more comprehensive and accurate as survivors' sense of trust increases. In order to prevent possible trauma, at the beginning of the interview, interviewers will also ask participants if it is necessary to determine a verbal signal in case the participant suddenly loses privacy or sense of safety. In order to create a suitable and confident space, where is possible to have a private dialogue with trainers but mostly important with survivors, is necessary to: remove all other people from the area prior to screening, direct them to a waiting area, and explain that only participants are allowed in the delimited space. To protect confidentiality ensure that others are not able to hear the discussion, and allow the person to choose where to sit.

A different interview protocol was used for service providers. A trainer or case manager who has the victims' interests at heart can be instrumental in their decision to seek an alternative life. Service providers were asked about their daily work and tasks: What was their initial approach when they come in contact with survivors for the first time? How does the trainer interact with them? Which are the challenges were during these initial contacts? How interactions proceeded as time went by? How do the needs and wishes of the women change with time? What are some of the challenges in later interactions? How well supported the survivors are (at work)?

Understand the perspectives of people on their own experiences is crucial, so is understand if the trainer is aware that the transition to a work environment may be difficult for any individual who has survived a traumatic experience. Any issues that arise should be addressed with empathy with the case manager and the survivor. This means that the supervisor, trainers and all the personnel involved, should at a minimum understand what trauma is, how it may manifest, and the coping strategies that can support a survivor who may have activated trauma at work. Trainers need to ensure that potential victims are aware of the confidentiality policies that guide professional conduct.

Results

Social ecological models place survivors with their identities, past, vulnerabilities, and visions. A certain reflection must be given to cultural and social norms, and policy factors that can influence the personality of survivors or, which influence how individuals within a specific culture intercommunicate. There are numerous category of interdependency for cultural and social influence that affect, behaviours, perspectives and relations.

Progetto Quid thanks to an holistic vision, which covers development and healing in critical spheres (physical, intellectual, and economic), promotes a successful human development model for trafficking survivors, adaptable to their varying needs and education levels.

Survivors who joined the project experienced perception of successes such as, achieving stability and safety by learning a new job in a safe environment, accessing services, taking steps toward achieving the short- and long-term goals they set for themselves. Some survivors, while becoming self-sufficient, were able to reinforce the aspiration to long-term goals such as completing their education, obtaining long-term housing, and reconnecting with their kids. This allowed analysis of why people felt thwarted in pursuing their goals. What were the goals that they pursued? What was it that drove them to pursue these goals? What was it that held them back?

During the interviews, survivors felt a strong need to turn over a new chapter in life, analyzing experiences from the past and moving towards a life. Two of them, in contrast with their willingness to realize that future, experienced a lack of autonomy and an unstable sense of agency in redressing their present situation. This made them felt to navigate in a sort of limbo, standing still, while wanting to move forward but without a certain destination. These participants experienced a less fluid elaboration of their problems related to the pasts and, therefore the futures. Participants felt as if they were 'standing still' while wanting to move forward, as in a state of limbo." One of the participant explained, "You know, that different environment alone that I've seen, you know, that create a new, different thing in my mind."

Project staff observed the importance of value survivors' outcomes against their individual goals and situation as well as acknowledging the development of survivors' self-confidence, self-esteem, and

motivation. Progress toward outcomes was not a linear process, as many survivors experienced setbacks on their journey towards self-sufficiency, such as experiencing personal problems and isolation. Nobody from the staff noticed involvement in unhealthy relationships at work. Staff described survivor's success as taking small steps toward bigger achievement. We tried to provide confidential space for staff too to process their experiences, how they felt, and what emotions were elicited during the training. At the first follow-up interview, while the training was well-received, with 100% of participants (survivors) reporting that they learned information about new task that they did not know before, assessments of staff learning indicated that all knowledge domains covered by the training should be implemented.

Beyond Immediate Needs

When initial help is given (social services and other service providers), safety begins to set in. It is a natural progression for survivors to support on the long-term. The interviews were useful to track challenges, document problem-solving strategies related to these challenges, and note research successes. By documenting lessons learned, the team can develop a roadmap to inform the broader anti-trafficking field on best practices about training and working with human trafficking survivors. The team unanimously noted that care and thought will need to be put into to ensuring successful engagement with their work with survivors, including the respect of survivors' confidentiality, protection, and well-being. As observed, through daily interactions, these survivors glean insights into the needs, concerns, and aspirations, that's why is fundamental to support them throughout their recovery, including as they seek economic independence. Developing a rapport with a case trainer enables survivors to speak and express themselves freely and, importantly, gain trust again in others. 3 to 5 staff providers suggested that, in order to better support survivors, they need to learn better policies and guidance on culturally sensitive and empowering language. Routinely reviewed, discussed, and open for feedback.

The projects identified that 3 to 5 staff providers when stimulated to see where the company could support them in their daily work with survivors, suggested to be motivated to: Develop trust and strong personal and professional relationships; Engage in ongoing communication that is open and intentional; Identify and maintain shared goals; Develop understanding of survivor' s work; Prioritize collaboration above competition; Develop processes to facilitate information sharing. 3 to 4 trainers stated that, survivors, who may not have held a formal job before, should also be trained for a longer period on professional skills so that they can more confidently integrate in the workplace.

One trainer noted that, "As a business, we have the chance to be a force for good, to have purpose beyond profit. It important to have the support of our board and executive management right down to the teams that work with the survivors on a day to-day basis." Another service provider reported that thanks to the healthy environment (in P. Quid), victims experienced a visible stabilization." In that regard, during the first round of interviews, one survivor noted, "I feel insecure in a work environment because of a lack of previous experience (in her mother land), educational qualifications, and comfort with direct communications and feedback."After few months, she declared, "Thanks to my trainer and the chance to learn a new job, I feel capable and confident …maybe if I learn more this can turn into my expertise…"

We noted that the primary aspect emerging from the dialogue with the survivors was to see that they no longer blames themselves for what happened, and along with the training, they regained or processed for the first time self-esteem. Another important issue for victims of sex trafficking is loss of trust. Victims interviewed stated that they either trusted nobody, or only trusted a small intimate circle of family members and friends (2 to 4). Others noted that they were either busy to think about it, tried to keep themselves busy

so they have not to think about it. After the trafficking experience, and for quite some time afterwards, many women may have a negative self-image but such feeling is not a crucial factor of success/ failure of the integration process, as can be improved by means of cognitive and behavioural therapy. In regard to the role of friends in the integration process, women reported that they either had no friends or very few friends, and while some admitted to not being social at all, in one case a woman initially reported that she did not make good friends: "I have no friends. ...I don't want. I have been burned many times". Another said, "The coercion I faced did involve physical force… was physical, emotional and psychological…I cannot trust people." After few months, she confessed that thanks to the sense of belonging in P. Quid, she is shyly trying to overcome her disbelief.

One in particular said, "Working here allowed me to feel empowered about a period in my life when power had been robbed from me. While I was not previously trained to be in Quid, my training and experience in motivational peaking allowed me to give voice to the skills that I just discovered to have hidden… I suppose were buried after years of insecurity. These new emotions help me to socialize and trust. There are also good people out there. "

Another said, "…However, was difficult and challenging as well. I am thankful to my team for giving me strength and space. This whole experience was challenging, but I wanted to challenge myself so that I could continue to grow. This experience left me feeling strong and empowered. I was able to stand up in front of a group of professionals. "

In their stories, survivors described different emotional states of self-representation, analyzing (sometimes invited through guided questions) who they are now, to who they were in the past and for only 3 of them, who they imagined themselves to be in the future. One participant said, "…I need to be supported in daily things, to live a safe life for me and my family… I don't feel to be independent yet. I cannot deny that now I see myself in a sort of in-between state." Another added, "I cannot recognize myself …I've changed a lot since I am working here...Sometimes I think I am able to build a new life. I have aspirations, desires…"

This in-between state, allows them to gain confidence and start conceive their futures, even if currently there are still some obstacles: personal circumstances, effect of trauma, financial instability. Survivors have ongoing frustrations about a potential but still not concrete future. About this specific topic, survivors' experiences with trainers and other members of the staff was partially positive, because 3 to 4 were able to communicate (directly or indirectly) their thoughts about which care was needed, and the problems that they experienced. One participant explained, for example, that when she arrived in Quid she was nervous, but after that she became more relaxed. Another noted how she was very afraid just after she started to work, but when she realized to be safe and cared, she was capable to calm down and regain trust (lost after the trafficking experience).

A variety of factors influencing the integration process were identified, such as: the background of the individual; the role of institutions, Quid policy and service providers, economic factors, the personal characteristics, challenges, motivations, and coping mechanisms of the victim. However, what was identified as particularly important for the sustainability of the integration process was the relationships built with service providers, relationships rebuilt with existing family members, or relationships built with new families or member of the community that were established after the trafficking experience.

On the other hand, 3 to 4 participants were not quite where they wanted to be yet, because many struggled to deal with the mental and physical consequences of their trafficking experiences. However, the degree to which participants mentioned suffering from such problems varied. Some did not mention such problems at all. As some of the quotes above show, forgetting about the negative events in the past was a daily challenge for them and 2 expressed a desire to 'be busy', which offered distraction. Participants felt that (in the past before the training) the lack of activities was a factor in them for not being able to stop thinking about the

past. One noted, "Something happens. You cannot stop thinking about it. And you cannot forget. Another one added, "There are some times when you never trust anyone in your life, because if you consider what you go through, you know you will not trust too many people."Only one expressed the desire to metabolize her past.

The envisioned future elaborated by the 4 survivors revealed differences in how they decided to represent their future. One survivor mentioned only during the last interview a vague vision of her future. She said that for sure will be better in compare to the past, essentially because the current job and the chance to financially support her family. For another, there is a shy desire to complete her education (interrupted in the country of origin) and live like a normal young woman, with new aspirations, energy, and trust. During the last interview, the same lady proudly explained that, she was planning to change accommodation, willing to become more independent but also ready to enjoy her free time after work. She added that, during the training she discovered a sense of patience and resilience: patience, while waiting her new life, resilience as survivor. Another woman felt less grounded. Her sense of insecurity inherited from her trafficking past did not decrease but only recently her need to please the others and feel accepted is no longer an obstacle as before. Her small steps in attaining autonomy were celebrated: like being able to stay in the country and acquiring a status. Another survivor, appeared to transition quickly to this new state of mind in which the future took up a more dominant part of her thoughts."I envisioned myself as leaving the past behind and moving to the future. I have to do it for my child and trust me, if I see a girl leaving what I faced; I feel the responsibility to help her. Everybody should live with dignity and respect…"

Be part of and healthy workplace, allowed survivors to become resilient and empowered, by feeling competent and by obtaining a sense of agency their future goals. Survivors were already starting to move towards their better future. Those who had to leave their children behind in their home country spoke of them specifically with regard to future plans for their family. One survivor said, "I can't say that I am putting down roots but this positive experience helped me to develop trust, because in March (2021) I had no intention to interact with potential friends inside and outside work, but now I am more confident to establish familiarity with people. I can be an example for my child."

Thus, while participants desired strongly to move towards a better future, survivors reported feeling more positive about their destiny and a more integrated part of the local community. 2 to 4 also reported that returning home from work can be challenging. A social enterprise that provides jobs to vulnerable people should address those challenges. Trafficking survivors need not only job training but also emotional support to be able to function in the world after severe trauma. The chance to host customized training sessions, help how to create a culture of listening at any organization, including individuals who have experienced trafficking.

Lesson learned

Staff worked with the survivors to identify ways in which they wanted to build out their professional identity. The organizational culture of respect and confidentiality created an environment that allows survivors to explore their own professional identity and engage in long-term reflection in a safe and non exploitive manner. As observed in Quid, this was useful, to develop autonomy, language access, and cultural responsiveness. While many training and employment services programs are implementing support services to increase access and sustainability for survivors, few address the walls created by violence and trauma, with a cultural and anthropological perspective. Trauma can affect how individuals relate to others, process information and their environments. Trauma can severely disrupt an individual's education, training, and other opportunity. PTSD is common in populations that have been subjected to trafficking, characterized by

life-threatening entrapment. During the interviews with the staff, has emerged a lacks of trauma-informed approaches. Many of the behaviors of 3 trainers reviewed were not sufficient to provide a trauma-informed, culturally competent response. Lacking a cultural trauma-informed framework could potentially re-traumatize victims, causing further emotional harm. Many tools require an in-depth consideration. A recommendation could be also to have peer mentorship or leadership development groups for survivors. Involving a local survivor (trained) on the leadership team is an opportunity, to provide more cultural and social context, through their experiences. Another option for a future implementation, could be represented by, the human trafficking consultant together with team members discussing a clear vision of the intervention. Expectations are created collaboratively, and emphasis is placed on autonomy, empowerment, and reduction of re-traumatisation through cultural trauma-informed approaches. Cultural responsiveness is a pillar, given the diversity of backgrounds found across the survivor's populations accessing social services, and organizations to develop protocols and processes that will ensure the cultural responsiveness of the staff and services. It is important to be considerate cultural factors such as religious beliefs, attitudes toward sex, potential stigma toward mental health, gender roles, and social customs. Case managers of the same ethnicity as victims can build trust by overcoming language differences and providing culturally sensitive services through intimate knowledge of victims' cultural values. The higher the level of cultural responsiveness achieved, the more culturally appropriate the services will be at any given time. Is fundamental to understand that working with trafficking victims requires extensive time, effort, and resources. One trainer said, "…empowers them with leadership skills, these amazing women become forces of healing in their communities. Because of their healing, they can advocate for positive change in their communities." Organizations must listen to survivors and determine how best to adapt practices that incorporate their input. As in the case of Quid, this process includes evaluating programs and policies with humility and commitment to change wherever possible, even where those changes will be difficult to implement. Participants exhibited a strong desire to fulfil the basic psychological needs of competence, relatedness and autonomy, but in the past were thwarted in pursuing these goals. Seemingly against all odds, participants found ways to pursue these goals, through their enthusiasm for activities that helped them get closer to their envisioned futures (workshop and work). Identifying pathways toward attaining their targets enabled them to hope for a better future. That hope and pursuing their goals helped them to cope with the problems of their past and their worries about the future. One survivor said, "Escaping a captor isn't even a halfway point to recovery. I was tortured, malnourished, and had absolutely no control over of my life. Here I have assumptions about the safety of my new life…"

Along the way, participants (survivors and staff) were encouraged to be creative and share innovative solutions. The work environment promotes connection and during a workshop participants parted in groups, encouraged their team to be creative and share innovative solutions. We observed the intention to develop a way to acknowledge and reward creativity and innovation across the organization. 100% of survivors were electrified after the workshop but only 2 to 5 staff members felt motivated and self encouraged to interact throughout the day and collaborate on projects but one noted, "…this creates a more supportive atmosphere."; one was absent because personal reason but showed interest in future similar initiatives. The group of survivors gave the best feedback about the workshop and we noted, that if will be re-organized, it would promote the sharing of thoughts and ideas where individuals feel more creative and connected to the work. We also suggest, hosting an open meeting for all team members to offer suggestions on creative ideas.

Recommendations and Observations

The discussion in this paper aimed to figure out the strengths and weaknesses of the program and oriented towards ensuring the empowerment and social integration of victims. This process demands that trafficking survivors are supported to regain control over their lives and, to overcome alienation. This is the unique manner they can restore, to fulfil their human capabilities, including living a dignified existence and expressing their true potential within the community. Overall, it seems appropriate to observe that the Organization has taken several measures to protect and assist victims of trafficking.

The monitoring provided comprehensive analysis that included assumption and assessment, and goal setting, accessing needed services and underway assessment of survivor needs. All the work was established on the principle that services should be victim-cantered, trauma-informed, culturally appropriate, and developmentally appropriate. As happened in Quid, understanding the stage to which the organization is survivor-informed is a initial step, so is important to assess the organization by soliciting feedback from staff, consultants through polls, focus groups, and interviews. Is recommended to release reports one time a year, or when is needed providing an equilibrium of existing, continued releases with long-term investment in research on the process of integration. The importance of forming healthy social relationships having outlined all of the influencing factors found through the course of this monitoring, a few conclusions can be noted regarding the relative importance of each. The background of the individual is significant in as much as it means that the victim may or may not have a social support system in place. It may also have an impact on the ability of the person to form healthy relationships in the future. The trafficking experience may have a significant influence on the integration process, particularly in regard to the physical and mental recovery of the victim. With this in mind, training that would teach how to best make her regain this trust would be a priority in order to strengthen a future project. Moreover, what also must be noticed in Quid as positive sign is significance on building long-lasting relationships between service providers, social enterprises and victims. Such relationships will ensure fluid access to services and help for the victims also years after the trafficking experience, decreasing the chances of recurring exploitation. As highlighted before one additional policy implication is related to the sense of trust. Can't be undervalued the importance to be placed on conceiving new, healthy relationships after the trafficking experience. For instance, like noted in Quid, the establishment of a relationship built on trust with a case manager, trainer or other staff members may contribute toward building other healthy social relationships in the future.

As the pandemic taught anti-trafficking service providers to adjust challenges from new points of view, it is noticeable that an equity-linked overture is crucial to the remainder of the future of the anti-trafficking environment. Education, training, and employment services should strive to create safe and supportive environments that promote accessibility for survivors and support their resilience. This is not something programs can to do all alone but in sustainable partnership. A Company should foster a culture that promotes dignity, agency, collaboration, and respect, building equity, inclusion, and opportunities for marginalized communities. This can be accomplished through balancing differences between staff in all positions, so that survivors have a meaningful role in forming their future. Healing is possible and survivors are supported in overcoming the effects of trauma that have the potential to impede their progress. As is the case of Quid, programs should analyze on their policies to ensure how and if these policies impede or improve evolution and should take in consideration potential new partnerships to build a stable system of endorsement. Because trauma-informed practices assume that every human being, included victims of human trafficking, has experienced trauma of some kind, and organizations should understand the exigency for sensitivity involving all interactions and communications. Much like with safety, if individuals in crisis do not feel they will be helped or worry about what could happen if they do need help, they are at greater risk of becoming disconnected, dropping out and experiencing further harm or falling again into trafficking. Is important to implement training to all staff on leading with empathy to offer more appropriate responses to individuals experiencing trauma, encouraging a culture that sustains dignity, agency, attention, and respect. Progetto Quid should maintain the program to work extensively with professionals able to review current policies and practices in order to recognise efficient solutions. Such a level of engagement not only

contributes to create a profound sense of bond and empathy, but will also reinforce the communication and transparency between staff members.

When determining placements, Human Resources leads should also interview current employees in the department where the business intends to place a survivor, to better understand the team culture and working conditions. A specific meeting should be organized with the survivor, the trainer and the manager overseeing the survivor to lay out expectations of the job, rights etc. A priority is given, to the fact that the employee is a survivor. As happened in P. Quid, this should remain strictly confidential to all employees, except, if necessary, relevant Human Resources personnel and the direct manager overseeing a survivor. As anticipated before, survivors, who may not have held a formal job before, should also be trained longer on professional skills and background needed to succeed in their work placement. This includes, but is not limited to, the technical skills required for the role so that they can more confidently integrate in the workplace. The business should be aware that the transition to a work environment may be difficult for any individual who has survived a traumatic experience. Survivors may experience challenges adapting to a work environment and may face situations that remind them of their exploitation and cause great distress. Any issues that arise should be addressed with empathy with the case manager, HR and social services, if the circumstance requires it, as has been the case with Progetto Quid. The supervisor of the survivor at work should be better provided with training on trauma-informed approach before the placement begins. This means that the supervisor should understand what trauma is, how it may manifest, and the coping strategies that can support a survivor. A case manager can offer support to the survivor and advise a manager overseeing the survivor on how to help the survivor cope at work. Studies have shown that regular engagement with a survivor following the work placement is critical to prevent re-exploitation. Case managers who are properly trained can help survivors who have received a proper trauma counselling to begin work. In addition, as happened in Quid, case managers who have insight into the experiences of survivors can advise on the appropriateness of a placement. In Quid, the staff involved with the survivor, (welfare officer) considered needs in a non-judgmental way and was committed to promoting self-determination, encouraging survivors to understand and elaborate what they want and need instead of deciding what is best for them.

A person's race, ethnicity, gender, sexual orientation, religion or other identity and self-identification can transform them into a target of discrimination and violence. This not only involves trauma responses, but can include other dangerous experiences. Gender-responsive awareness, should respond in appropriate measures to suit the needs of each gender expression. Gender responsiveness also involves advocacy and awareness of the added vulnerabilities for individuals who are female identified or on the LGBTQI spectrum. Cultural, sensitivity, knowledge is the key. Noted that no one person can be entirely expert in culture but takes cultural differences attentively into account, when identifying an individual's needs. Cultural sensitivity also includes an understanding of how exploitation occurs in various cultures to avoid triggering, minimizing, or inadvertently blaming survivors.

In essence, successful survivor engagement will only be possible when organizations are able to build thoughtful, empowering, trauma-sensitive, ethical, and culturally relevant practices for everyone. A key point is creating specific internal policies and roadmap to guide staff members, impact community by partnering with other crucial sectors, service providers and ngos. As occurs in Progetto Quid, a company should guarantee that policies and practices incorporate interpreter services, cultural mediator and other culturally relevant initiatives. Screeners should be democratic, non judgmental in order to support the empowerment and autonomy, facilitating the survivor to make their own choices.

How could we facilitate this programme and ensure that the team did not explicitly or implicitly overshadow survivor's voice? Furthermore, an open dialogue among team members to prevent re-traumatisation and overcome ambiguous and ineffective power dynamics can be facilitated through regular meetings with all

team members, debriefing after implementation, and continually seeking input and feedback from one another under the support of an expert.

How a social enterprise model can provide sustainable support? The evaluation findings identify how projects widened community capacity to understand and address support to trafficking victims, the characteristics and reactions of survivors served by the projects, how projects provided comprehensive victim services (at work), and the role of the staff involved. The lessons learned demonstrated that is fundamental to incorporate survivor' s perspectives and opinions into project planning and implementation, - if is possible – facilitate the access to education including scholarships for higher education, vocational/ leadership opportunities and financial literacy training. Progetto Quid ensured that those programs are culturally competent, non-judgmental, and extremely important accepting of survivor recidivism. Empowerment programs build protective factors, such as education and career counselling, and address risk factors and obstacles to exiting, such as housing problems, history of violent victimization, and other trauma.

An agreement founded on mutual respect for lived experiences and commitment to support multiple voices in the broader context of human trafficking and workplace can produce vital log term benefits. We can achieve this space by including, caring, and listening to those who are survivors. While the anti-trafficking field is moving towards a survivor-cantered model, survivors are rarely approached for their vision on anti-trafficking policy empowerment. To move on the right path with inclusion, the anti-trafficking movement must commit to invite survivors. For example, analyze the impact of paternalistic attitudes and the rescue methodology on survivors' objectives and wellness. Paternalistic attitudes toward survivor's inclusion in policymaking, program planning, and program evaluation marginalise expertise and repress essential voices.

Conclusion

It is recommended that particular attentions should be reserved for the implementation of the following areas, that are currently available in Progetto Quid but need to be upgraded: Role of women's empowerment, equity, and rights in the prevention of trafficking; Interactions of situational and individual characteristics (e.g., developmental, cultural, demographic) as they apply to human trafficking vulnerability, resistance, resiliency, and recovery; Increase awareness of both labour and sex trafficking; Multilevel training created by long-term survivors or consultant who have the necessary experience, professional skills, and training to work with economically and culturally diverse stakeholders; A value of collaboration between anti-trafficking actors; The need to incorporate anti-trafficking efforts into existing responses in other contexts, such as in humanitarian settings; Ensure that benefits include mental health care for all staff members; Employ a third-party reviewer to assess the organization's integration of survivor leadership and trauma-informed; Policies and procedures celebrate and encourage diversity and inclusion; Guidance on using culturally sensitive and empowering language; Use well tailored individualized growth plans for areas where staff can improve their performance; It is essential that organizations allow each individual to lead their own professional journey; Safety measures and procedures are defined and accessible to all staff, and consultants; Information on resolving conflict using a trauma-informed framework should be deployed; A training for the simulation on potential ethical conflicts that may arise in the workplace; Establish well clearly written (translated in several languages) job descriptions, roles, rights, duties and responsibilities that should be accessible and understood by the staff; Encourage supervisors to identify their own personal biases, prejudices, privileges, and oppressions and receive training on how to mitigate, cope and elaborate these in their supervision of staff; Expose new staff to as many dynamics of the organization as possible during their days of orientation; Improve the empowerment-based engagement; Fosters strengths, respects

autonomy, and increases inclusive and solutions-focused practices; Ethical Guidelines clear, transparent, and easy to access for all employees; Encourage peer-to-peer exchanges among staff, consultants, and interns; As observed, Progetto Quid makes clear that each individual should remain in control of how, when, and if their personal story is shared;

In conclusion, we recommend the implementation with methodological guidelines to secure directions for the future (Roadmap) after assessing and evaluating change, and assist the management process to let that monitoring and evaluation results do suit into underway program. For example, for follow-up assessments, consider how often case managers (trained) interact with survivors and how promptly change is likely to occur. Programs may want to balance the ability to detect change against the responsibility of assessment for managers, case managers and other staff members. Continuous process should be conducted during the implementation of a project, done during the span of a project, or upon completion it, with a focus check on how planned activities are progressing/evolving or involving and, identifying difficulties and risks. A participatory and inclusive approach means consolidating the capability of especially marginalized groups to participate actively in planning and monitoring processes, to take responsibility and to influence institutions, policies, strategies and programmes according to their specific interests and needs. At the same time, the empowerment of marginalized groups underpins the prevention of trafficking.

Monica Zaghet