

HOW TO DEVELOP A DIRECTORY OF SERVICES FOR TRAFFICKING VICTIMS

**A Regional Support Office of the
Bali Process and NEXUS Institute
Tool for Practitioners**



REGIONAL SUPPORT OFFICE
THE BALI PROCESS



This tool was prepared by NEXUS Institute in the framework of the project: Improving the Identification, Protection and Reintegration of Trafficking Victims in Asia, implemented jointly by NEXUS Institute and the Regional Support Office of the Bali Process. The project supports the work of practitioners in ASEAN and Bali Process Member States with guidance on improving the identification, protection and reintegration of trafficking victims.

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Citation: Surtees, Rebecca and Laura S. Johnson (2022) *How to Develop a Directory of Services for Trafficking Victims: A Tool for Practitioners*. Bangkok: Regional Support Office of the Bali Process (RSO) and Washington, D.C.: NEXUS Institute.

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The Regional Support Office of the Bali Process (RSO) was established in 2012 to support ongoing practical cooperation among Bali Process members. The RSO brings together policy knowledge, technical expertise and operational experience for Bali Process members and other key stakeholders to develop practical initiatives in alignment with Bali Process priorities. The Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime (Bali Process) established in 2002 and Co-Chaired by Australia and Indonesia, is a voluntary and non-binding process with 45 Member States and 4 international organizations, including the United Nations High Commissioner for Refugees (UNHCR), the United Nations Office on Drugs and Crime (UNODC), the International Organization for Migration (IOM) and the International Labour Organization (ILO), as well as several observer countries and international agencies.















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Cover photograph by pixelfusion3d for Getty Images.
This photograph illustrates various aspects of developing a directory of services for trafficking victims. Unless stated otherwise, individuals in this photograph are not trafficking victims.


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About this Tool for Practitioners

This tool provides practitioners with step-by-step guidance on how to design and implement a Directory of Services for Trafficking Victims. It explains what a Directory of Services for Trafficking Victims is, who it is for and why it is important. It then offers a detailed roadmap of how to design and implement a Directory of Services for Trafficking Victims in a specific area or country. This tool includes an accompanying Microsoft Excel template in which practitioners can compile information about services to be included in the Directory of Services.¹ A “how to” video is also available, offering clear guidance on how to design, prepare and maintain an up-to-date Directory of Services for Trafficking Victims.²

What is a Directory of Services for Trafficking Victims?

A Directory of Services is a vital resource for trafficking victims and their families to access the protection and assistance needed to recover and reintegrate after trafficking. It educates and informs trafficking victims about what constitutes trafficking in persons and exploitation, and the rights and entitlements of trafficking victims. It also provides information about the types of assistance and support available to trafficking victims in a specific area or country (both trafficking specific and other types of assistance) and how trafficking victims can access this assistance.

Who is it for?

The target audience of this type of Directory of Services is trafficking victims and their families. This approach recognizes that many trafficking victims are never identified or assisted and may not come into contact with anti-trafficking practitioners who can identify, refer and/or assist them. The Directory of Services speaks directly to trafficking victims and their family members to provide them with information about their rights and entitlements as trafficking victims and the assistance and reintegration services available to them. It empowers and enables trafficking victims to understand and name their experiences of exploitation and to seek out the services that they are entitled to and may need to recover and reintegrate.

Some trafficking victims may choose not to be formally identified but still wish to receive assistance and support. Other individuals may self-identify or be presumed trafficking victims who have not been formally certified as such. The Directory of Services provides information about assistance and services for identified trafficking victims as well as services that vulnerable individuals can access even if they have not been or do not wish to be formally identified as a trafficking victim.

While trafficking victims are the primary target audience of this type of Directory of Services, it can also be used by practitioners engaged in trafficking victim identification, referral, assistance and reintegration to strengthen their knowledge of trafficking in persons and enable them to provide relevant, useful, and up-to-date information to trafficking victims about the services available to them. Practitioners can also play an important role in the distribution and dissemination of the Directory of Services for Trafficking Victims, through their day-to-day work.

Why develop a Directory of Services for Trafficking Victims?

Trafficking victims require clear and comprehensive information about their victim status and the services that exist to support them. This is true both in places where they have been exploited as well as once they have returned home. They also need practical guidance on how to access assistance as they recover and reintegrate after trafficking exploitation.

When trafficking victims have this information, they can make informed decisions about the assistance they may want and need at different stages of their lives after trafficking and in response to different life situations that they may face.








Yes, the woman clearly explained to me what services I could benefit from in the shelter. Everything was very clear. She gave me a brochure in [my language], where also everything was explained. (Trafficking victim)³







Trafficking victims face different challenges in accessing services after trafficking. These include:











- Victims don't know that they are trafficking victims or about their rights
- Victims are uncomfortable or intimidated; don't know what to say or how to ask for help
- Victims are in shock, unable to process information and make decisions
- Information about assistance is not designed for trafficking victims
- Information about assistance is difficult to find, is inaccurate or is out of date
- Practical and logistical barriers to accessing assistance information
- Victims fear their traffickers and do not trust authorities

A Directory of Services for Trafficking Victims is an important resource in overcoming these challenges as it puts critical information directly in the hands of trafficking victims, enabling them to access protection and assistance. A Directory of Services also enhances practitioners' knowledge of trafficking in persons and the services available for victims.

Challenges in accessing services after trafficking	Trafficking victims' experiences	How a Directory of Services can help
<p>Victims don't know that they are trafficking victims or about their rights</p> <ul style="list-style-type: none"> ▪ Many victims are unidentified and make their own way home without any support or assistance. ▪ Once home, many victims are unidentified and unaware of their trafficking status, the services they are entitled to or how to access available assistance. ▪ Some victims are trafficked in their own communities and never identified or offered assistance. 	<div style="display: flex; flex-direction: column; gap: 10px;"> <div style="display: flex; align-items: center;"> <div> <p>It didn't even occur to me that I could ask someone for help... I didn't know about such organizations at that moment. (Trafficking victim)⁴</p> </div> </div> <div style="display: flex; align-items: center;"> </div> <div style="display: flex; align-items: center;"> <div> <p>I thought that trafficking was only women trafficked as prostitutes. [I now] understand that [my situation as a domestic worker] was also a trafficking situation. (Trafficking victim)⁵</p> </div> </div> <div style="display: flex; align-items: center;"> </div> </div>	<p>A Directory of Services provides trafficking victims and their families with information about trafficking in persons, their rights as trafficking victims and available services so that they can recognize their situation as trafficking and learn what assistance options are available to them.</p>

<p>Victims are uncomfortable or intimidated; don't know what to say or how to ask for help</p> <ul style="list-style-type: none"> ▪ Trafficking victims may not know what to say when they contact assistance agencies or how to explain their situation and needs. ▪ Trafficking victims may feel intimidated by authorities or practitioners and feel uncertain about how to approach them. ▪ Many victims are embarrassed and ashamed to have been victimized and do not want to speak with practitioners. ▪ Some victims are uncomfortable about asking for assistance. ▪ Some victims fear that assistance is not "real" and that they will be cheated or re-trafficked. ▪ Some trafficking victims do not accept assistance because they are worried about being criminalized for illegal activities related to trafficking or being detained or mistreated by authorities. 	<p> I said to my husband that I wanted to go to hospital... he could not take care of anything, he cannot talk to important persons, not even to the police, so he is just quiet. (Trafficking victim)⁶</p> <p> Many men are ashamed of appealing for help, because our society does not really accept or approve of men who appeal for assistance. They must manage on their own. (Practitioner)⁷</p> <p> [My sister's neighbor] told me about [a service provider]... it took about eight months [before I contacted them]... I was afraid of calling. (Trafficking victim)⁸</p> <p> [My employer said]: "It's okay if you want to escape but there's police out there. They will arrest you and you will be a prisoner". That's why I didn't have the courage to [seek assistance].⁹ (Trafficking victim)</p>	<p>A Directory of Services explains what assistance is available and how to access that assistance (including any eligibility criteria or requirements that must be met for an individual to receive services). It also explains to victims their rights (including the right of non-criminalization) and what to say when contacting service providers (for example, how to explain their situation). And it includes contact information for feedback/complaints in case they do not receive assistance listed in the Directory of Services or face challenges in accessing assistance.</p> <p>A Directory of Services can be given to trafficking victims who decline assistance so that they can refer to it at a later stage. It also includes assistance options that are not only for trafficking victims, which may alleviate some victims' embarrassment or shame about having been trafficked.</p>
<p>Victims are in shock, unable to process information and make decisions</p> <ul style="list-style-type: none"> ▪ Being physically and psychologically unwell influences victims' feelings and decisions upon exiting trafficking, at identification and when offered assistance. 	<p> At that moment I didn't trust anyone and couldn't comprehend in general that there are people out there who want to do good things for you. (Trafficking victim)¹⁰</p>	<p>A Directory of Services is a resource that victims can take and refer back to when they are ready to consider assistance options. It is also a reference that trafficking victims can have on-hand as they make decisions about their life and assistance needs after trafficking and over the course of reintegration.</p>

<ul style="list-style-type: none"> ▪ Trafficking victims may be unable to process information and/or make decisions in the immediate aftermath of trafficking and also for some time (months or even years). 	 <p>They are scared, tired, exhausted, hungry, don't know what they want...we inform them but they don't perceive it. It is a period where they need to rest, to recover from trauma. (Practitioner)¹¹</p>	
<p>Information about assistance is not designed for trafficking victims</p> <ul style="list-style-type: none"> ▪ Information about services is not generally written for trafficking victims and may not always be clear or comprehensible to them. ▪ Assistance information is usually written for practitioners who then refer victims. ▪ Information about services may not be tailored to differences in age (adults and children), nationality, language, literacy and education levels, cognitive abilities or comprehension levels. 	 <p>I do not know where to find assistance; there is no organization that can help me. My relatives also do not know. (Trafficking victim)¹²</p>  <p>The reason [I did not receive assistance] was probably I was stupid and I did not know what types of assistance [were] available. (Trafficking victim)¹³</p>  <p>I want the government to help us. They don't seem to care about us [...] I don't know how to look for some assistance. I don't understand how to do it. (Trafficking victim)¹⁴</p>	<p>A Directory of Services should be clear, comprehensible and accessible for trafficking victims so that they are able to access the services they need. This means tailoring the Directory of Services to different target audiences including in terms of age, language, education level, literacy, comprehension and other characteristics.</p> <p>If the Directory of Services is specifically for children, information needs to be child-friendly and further adjusted for differences in children's age, literacy, educational level and stage of development.</p>
<p>Information about assistance is difficult to find, is inaccurate or is out of date</p> <ul style="list-style-type: none"> ▪ Information about assistance is not always easy to find; it is seldom consolidated into a single directory or document. ▪ Accessing assistance often involves actively searching for information online, which requires language literacy, computer knowledge, access to the internet and a device (computer, tablet or smart phone). 	 <p>...I did not know how to get [assistance], in what way I could access. I have no information, what organization that I could go to, how I could ask for assistance? (Trafficking victim)¹⁵</p>  <p>I tried here and there [to get assistance]. I spent money for transport. There was assistance but it was a mere help...I know there was someone who helped, there must be. (Trafficking victim)¹⁶</p>	<p>A Directory of Services ensures that both trafficking victims and practitioners have complete and clear information about available assistance in one consolidated, accessible and user-friendly resource.</p> <p>It should always be up-to-date and accurate with the most recent contact information (phone, email, addresses) as well as clear eligibility criteria</p>

<ul style="list-style-type: none"> ▪ Finding services may involve contacting many agencies and asking questions about assistance. ▪ Information about assistance (for example, online or in a leaflet) is not always up-to-date or accurate. ▪ Incorrect or out-of-date information confuses victims and may compromise their trust and confidence in practitioners. 	<p>  People are not very well informed about trafficking in general and they do not know a lot of organizations and people who can help in such cases. (Practitioner)¹⁷</p> <p>  I knew nothing about the services available. The people from [the organization in the destination country] told me that there are such organizations [at home] ... but they didn't give either any phone numbers or addresses.¹⁸ (Trafficking victim)</p>	<p>and requirements or procedures to receive assistance.</p> <p>A Directory of Services includes organizations and institutions that have committed to provide the indicated services and to respond to requests from victims. All information in a Directory of Services should be validated so that victims are assured that they will receive an appropriate response and reception from practitioners answering their calls and inquiries.</p>
<p>Practical and logistical barriers to accessing assistance information</p> <ul style="list-style-type: none"> ▪ Victims may lack a device, internet access, sufficient data and/or knowledge of technology to search for assistance information. ▪ Victims may lack funds to contact service providers directly; they may not have money for telephone calls or to travel to meet service providers in person. ▪ Community institutions (for example, health clinics, village administration, schools) may not be trained or mandated to conduct victim identification and referral for assistance. ▪ Specially trained practitioners often lack funds to travel to rural communities to identify or support victims, particularly in lower resourced and geographically vast countries. 	<p>  We had to go where [the victims] live and speak with them and try to convince them that it was important [to travel to the city to receive assistance]. (Practitioner)¹⁹</p> <p>  I used to talk about [getting assistance] to people. But since it was far and I needed some funds to get there, then that was a dead end... I don't have a car, so it depends also if people want to go there... it is far. (Trafficking victim)²⁰</p> <p>  And it's not enough to just say "give me a call if you decided you want [assistance]"... [the victim may not] know the contact information... or maybe doesn't have the money to call to [the service provider] for assistance.²¹ (Practitioner)</p>	<p>A Directory of Services puts information directly into the hands of trafficking victims who can then seek out assistance based on their needs and in their geographical area. It offers information about services in the area that victims may not be aware of, including those not specific for trafficking victims. It also offers contact information for service providers who can answer questions and provide referrals.</p> <p>Widespread distribution of a Directory of Services (for example, online, via social media, posting or delivery of hard copies) can overcome, at least in part, the lack of in-person presence of service providers in victims' home communities.</p>

Victims fear their traffickers and do not trust authorities

- Many victims refuse or avoid identification and assistance out of fear of their traffickers, who may perceive victims being assisted as cooperating with law enforcement, leading to reprisals against victims or their families.
- Many victims do not trust authorities or believe that offers of assistance are real and so decline identification and assistance.
- Some victims who are initially fearful of accepting assistance overcome their fear with time and wish to seek assistance at a later stage.



If the trafficker knows she is assisted, he might fear that she might pursue legal proceedings. Some victims even say “I did it myself” because they’re afraid of traffickers. (Practitioner)²²



[Many victims are] scared to accept [assistance], maybe because of bad stories they’ve heard. They are afraid of the bosses, that they will find them and kill them. (Trafficking victim)²³



[The service provider said] if I wanted to ask her something, I could. ... But I was confused then, I was very scared, because my [trafficker] was outside the building. (Trafficking victim)²⁴

Fear of traffickers often eases over time. A Directory of Services is a resource that victims can take with them and refer back to when they are ready to consider assistance options or at any stage of their recovery and reintegration. Ideally, the Directory of Services will be available in different formats, including versions that are less visible (for example, pocket sized, abridged or smartphone compatible) to allow victims to hide these from traffickers.

How to develop a Directory of Services for Trafficking Victims.

Step-by-step guidance at a glance

There are four main steps in the development of a Directory of Services for Trafficking Victims. Within each step there are further sub-steps to be implemented.



Step #1. Design your implementation plan

- ✓ Choose your target audience
- ✓ Determine the geographic scope
- ✓ Consider the language or languages of the Directory of Services
- ✓ Decide on a format for the Directory of Services
- ✓ Choose an implementing partner institution/organization, if appropriate and relevant
- ✓ Anticipate and address any ethical or legal considerations
- ✓ Plan for sustainability



Step #2. Develop content and map services for the Directory of Services

- ✓ Determine what information trafficking victims need to understand their experiences and situations
- ✓ Map existing services that can be accessed by trafficking victims
- ✓ Set criteria for inclusion in the Directory of Services
- ✓ Validate information
- ✓ Establish feedback and accountability mechanisms



Step #3. Design and test the Directory of Services

- ✓ Design the Directory of Services
- ✓ Conduct an external review process
- ✓ Translate the Directory of Services into relevant languages
- ✓ Pilot the Directory of Services



Step #4. Implement the Directory of Services

- ✓ Develop a strategy to distribute the Directory of Services
- ✓ Monitor and evaluate use of the Directory of Services
- ✓ Revise and update the Directory of Services

While these steps and sub-steps offer overarching guidance in the development of a Directory of Services for Trafficking Victims, each context will be different. Tailoring and modifications will be required to fit the national or local environment where the Directory of Services is to be used.



Step #1.

Design your implementation plan

There are seven sub-steps in designing your implementation plan. These include:

- ✓ Choose your target audience
- ✓ Determine the geographic scope
- ✓ Consider the language or languages of the Directory of Services
- ✓ Decide on a format for the Directory of Services
- ✓ Choose an implementing partner institution/organization, if appropriate and relevant
- ✓ Anticipate and address any ethical or legal considerations
- ✓ Plan for sustainability



1.1 Choose your target audience

The target audience for this type of Directory of Services is trafficking victims and their families. You may need to refine your target audience to fit your specific work. However, focusing your target audience too narrowly (for example, only victims of sexual exploitation or only adult female victims) leads to some victims being overlooked and thus unassisted or under-assisted.

If the target audience is adult trafficking victims, it is good practice to include *all* adult trafficking victims, as this allows you to reach, inform and facilitate assistance to a broader group of trafficking victims. Similarly, if the target audience is child trafficking victims, it is good practice to include *all* child trafficking victims to reach as many children as possible. This means providing information to all victims regardless of their gender, nationality or other characteristics and regardless of the form of trafficking they were subject to.

A broader target audience will impact the format and content of the Directory of Services. It will also have time and resource implications that need to be taken into account in terms of design and implementation as well as eventual distribution.

In general, this type of Directory of Services is intended for trafficking victims who have exited exploitation. This might be trafficking victims who are still in the area or country of exploitation, those *en route* home, or those who are already home. Nevertheless, when choosing a target audience, consider whether it is also possible to reach victims who are still trafficked. Some may have sufficient freedom of movement and access to communication to be reached while exploited, and a Directory of Services may support them to self-identify and seek help. Other trafficking victims may be able to access the Directory of Services in interactions with select practitioners during the exploitation phase, such as at medical clinics, during outreach work, or work site inspections. These and other potential entry points should be considered in the design and implementation plan.

A Directory of Services may also be useful for practitioners, to equip them with information about trafficking in persons as well as assistance and reintegration services. While this tool provides practitioners with step-by-step guidance on how to design and implement a Directory of Services for Trafficking Victims, it may be helpful in developing a Directory of Services for Practitioners, however, it is not designed with this group in mind and would require modifications and adjustments to tailor a Directory of Services to that specific target audience.



1.2 Determine the geographic scope

The Directory of Services may be nation-wide or focused on a specific area within a country. Determine what scope aligns with your geographic location and/or institutional/organizational mandate and how/where to best reach trafficking victims.

In many countries, trafficking victims self-return to their home communities after trafficking and so the geographic scope of a Directory of Services needs to include services in areas where victims live. Yet some communities may not have many or any services available. This will necessitate information being made available about the closest available services and transportation options.

Some trafficking victims may seek assistance while still abroad, whether during their trafficking experience or after their exit from trafficking. The geographic scope may therefore need to include services in certain destination countries.

For updated editions of a Directory of Services, you may wish to expand the scope to other geographic areas to offer greater coverage. This, however, will be subject to available time, resources and feasibility. If the Directory of Services is led by or implemented in partnership with government institutions, there will likely be broader geographic scope. Ideally a Directory of Services should have nation-wide coverage.



1.3 Choose the language or languages to be used

Care and attention are needed in the selection of languages for the Directory of Services. Consider what languages your target audience speak, and at what level of literacy.

The Directory of Services may need to be made available in two or more languages. For example, a Directory of Services developed in a destination country needs to be available in the languages spoken by foreign trafficking victims who may not speak the language of the destination country. A multi-language publication may be needed for destination countries that receive victims from many different origin countries.

Even within a country, multiple languages may be spoken or there may be minority populations who speak their own language and are not fluent in the majority language. This requires that the Directory of Services be made available in as many local languages as possible, with particular attention to groups who are prevalent among trafficking victims.





When you have insufficient resources to translate the full Directory of Services, consider options for shorter length material that can be translated into one or more languages. Consider also whether some content can be conveyed visually so as to limit the need for full translation.



1.4 Decide on a format

While final decisions about presentation, design and formatting are made in Step #3 (Design and test the Directory of Services), at Step #1 you should already determine if the Directory of Services will be published in hard copy, as an electronic version or in both formats, as this has implications for the development process. The format must be aligned with available resources and technical capacities. It should also be based on an assessment of the needs, suitability and preferences of your target audience.

Consider:





-  Is a hard copy or electronic version most suitable for your target audience? Why?
-  If choosing a hard copy version, what is the appropriate size and length for this resource? Should it be in color or black and white? Are resources available for design, printing and dissemination (for example, postage or physical delivery)?
-  If choosing an electronic version, how and where will it be accessed (for example, on a website, distributed as a pdf, via social media, as an App)? Does your target audience have access to the necessary technology to utilize it (for example, internet access, tablets or smart phones, a pdf reader)? Will the electronic version be smartphone compatible? What are preferred or frequently used platforms for information sharing among the target audience?
-  What resources are needed to support the updating and sustainability of the Directory of Services in the chosen format (for example, printing additional copies, website maintenance fees)?






1.5 Choose an implementing partner institution/organization, if appropriate and relevant

A Directory of Services for Trafficking Victims may be developed by one organization or institution or by several working together. Implementing partners are different from service providers included in the Directory of Services. An implementing partner institution or organization is to be involved in the design, implementation and dissemination of the Directory of Services. Service providers included in the Directory of Services are to provide services to victims of trafficking.

Selecting a suitable implementing partner requires attention to legally assigned responsibilities regarding identification, referral and service provision in the country or area. The precise nature of this involvement will vary but may involve:

-  Determining the scope (target audience, geographic area, languages, format) of the Directory of Services
-  Conducting baseline data collection with the target audience to assess their knowledge of trafficking in persons and assistance, as well as how to overcome barriers to assistance
-  Supporting the development of content based on knowledge of the target audience
-  Mapping and validating services to be included in the Directory of Services

-  Maintaining and updating the Directory of Services over time
-  Ensuring the long-term commitment and engagement of partner institutions and organizations
-  Providing resources and technical capacity in the development and implementation of the Directory of Services

Once agreements are reached with partner agencies, it may be advisable to sign a Memorandum of Understanding (MOU) to formalize agreement on goals, cooperation and mutually accepted expectations in developing the Directory of Services. It may also be helpful to develop Terms of References or other guiding documents in which each institution or organization commits to specific roles and responsibilities, timelines and human and financial resources to complete their tasks, to ensure continuity and sustainability.



1.6 Anticipate and address any ethical or legal considerations

As part of design and planning it is important to identify possible ethical or legal issues that might arise and to develop a strategy to mitigate or address these. Part of this process is to brainstorm any potential for harm in the use of the Directory of Services and to determine possible solutions in its design and implementation.

Examples of scenarios where harm may be caused	Possible solutions
Service providers do not answer the phone when a trafficking victim seeks assistance.	Validate all numbers in the Directory of Services to ensure someone answers calls; provide a contact (feedback/complaints contact) if service providers do not respond to calls; exclude agencies that do not respond to victim inquiries from the Directory of Services.
Service providers do not provide services to trafficking victims who contact them.	Remove unresponsive service providers from the Directory of Services; report lack of assistance to the feedback/complaints contact.
Services listed in the Directory of Services are poor quality, inappropriate or ineffective.	Remove unsuitable service providers from the Directory of Services; report instances of poor-quality care or poor treatment to the feedback/complaints contact.
Service providers listed in the Directory of Services are insensitive in their behavior toward and treatment of victims seeking assistance.	Report instances of poor treatment to the feedback/complaints contact; contact service providers about their victim-sensitivity protocols and policies; train service providers in victim-sensitive approaches; remove unsuitable service providers from the Directory of Services.
A victim takes or receives a copy of the Directory of Services in view of their trafficker, which leads to threats and/or violence.	Carefully assess when and how the Directory of Services is distributed; consider developing different formats that can be disseminated less visibly; consider including only phone numbers (not physical addresses for service providers) when security is a concern.

Additional harms may arise in relation to different target audiences. For example, in the case of child trafficking victims, special and additional measures are needed in terms of child protection and ensuring the best interests of the child, which need to be captured in the

Directory of Services. This includes informing practitioners of the need to presume someone is a child until proven otherwise, information about protection and services in situations where a child is not identified as a trafficking victim, mandatory reporting requirements where children are at risk, practitioners having a duty of care in the case of any child with protection needs, and so on.

Similarly, trafficking victims who are members of a minority group (for example, by virtue of their ethnicity, race, religion, sexual orientation, gender identity²⁵ or disability) may experience harm if service providers exclude them based on that status. In developing your Directory of Services, consult service providers about what policies and procedures they have in place to ensure non-discrimination and request information about any eligibility criteria (who is eligible for assistance) or requirements that victims must meet to receive services. Those that engage in discriminatory practices should be required to adjust these approaches or be excluded from the Directory of Services.

It is also important to revisit ethical considerations at set intervals over the course of implementation, to assess if any additional issues have arisen. This involves developing a system of accountability so that trafficking victims who are not treated or assisted properly have a mechanism to follow up and seek alternative services and to report inaction, maltreatment or other harms. Feedback and complaint mechanisms should be identified in developing content so that any harm experienced by victims from service providers or from using the Directory of Services can be reported and addressed. This is discussed in more detail below at Step #2 (Develop content and map services for the Directory of Services).



1.7 Plan for sustainability

A Directory of Services is not a one-off publication but rather is a critical resource to be regularly updated, improved and distributed. It may also be expanded to cover more areas or different target audiences, as needed. Consider what steps and partnerships are needed in your country or area to ensure the continuity and sustainability of the Directory of Services for Trafficking Victims in the long-term.

This might include:

- ✓ Ensuring the long-term commitment and engagement of partner institutions and organizations through MOUs and other formalized procedures
- ✓ Documenting the development process into a guidance note or manual to offer step-by-step guidance on the development/revision process of subsequent versions of the Directory of Services and to ensure institutional memory of the process
- ✓ Ensuring adequate time and resources (human and financial) are available for ongoing implementation and updating, including from the different partner agencies
- ✓ Consulting with partner institutions as well as service providers to solicit feedback on the usefulness of the Directory of Services and areas for improvement



Step #2.

Develop content and map services for the Directory of Services

There are five sub-steps in developing content for the Directory of Services. These include:

- ✓ Determine what information trafficking victims need
- ✓ Map existing services that can be accessed by trafficking victims
- ✓ Set criteria for inclusion in the Directory of Services
- ✓ Validate information
- ✓ Establish feedback and accountability mechanisms



2.1 Determine information that trafficking victims need





A Directory of Services for Trafficking Victims is more than just a list of organizations and institutions that provide assistance and services. It should include information that trafficking victims need to understand and name their experiences, including what rights they have and how best to recover and move on from trafficking exploitation.

Key topics in a Directory of Services for Trafficking Victims may include but are not limited to:

- **Understanding trafficking in persons.** This section should explain what human trafficking is according to the legal definition in the country and who is a trafficking victim. This information can be illustrated with examples, case studies, frequently asked questions (FAQs) and so on.
- **What rights and entitlements trafficking victims have.** This section should include an explanation of the trafficking victim identification process, including referral for assistance, the services that trafficking victims are entitled to and how they can get this help. It may also involve describing assistance options when someone is not identified as a trafficking victim or when someone chooses not to be formally identified but still has assistance needs. In countries with a National Referral Mechanism (NRM), information should be provided about the NRM, trafficking victims' rights within the NRM and how it ensures access to assistance.
- **Guidance on how to access one's right to services.** This section should explain how victims can leverage their right to assistance, addressing questions such as: How can I access assistance? Whom do I contact? What do I say when I call/go there? What documents do I have to show? How do I find what I am looking for (by location, service need, circumstances)? Whom do I contact if I cannot find help? How do I submit feedback or a complaint about service providers or the Directory of Services?
- **Description of assistance and services available.** This includes a list of service providers, with details about the organization or institution providing services, the types of services available, eligibility criteria, requirements to access assistance and contact

information (for example, address, phone number, email, website).

Determining what the Directory of Services should include requires researching and documenting information trafficking victims in your country or area want and need. This should ideally involve baseline data collection with trafficking victims and practitioners to learn directly from them about their information and assistance needs. Issues to be studied would include:








-  Victims' knowledge of trafficking in persons
-  Victims' knowledge of their status as a trafficking victim and associated rights and entitlements
-  Victims' knowledge of existing services (those that are specialized services for trafficking victims and more general assistance services)
-  Victims' current access to services including any barriers they face and how to overcome these barriers

If it is not possible to conduct this baseline data collection, you should review existing research and reports to learn about your target audience, the different services available to them and any issues that they face in accessing assistance. This learning should inform the development of the Directory of Services so that the content aligns with what trafficking victims want and need.



2.2 Map existing services

To map existing services, you will need to conduct searches (including desk based, telephone, internet, in person) to compile a list of service providers to potentially include in the Directory of Services. Assistance and services for trafficking victims may be available from the government, NGOs and international organizations. Good practice in mapping services for trafficking victims is to look beyond assistance available specifically for victims of trafficking, to consider the widest possible range of services that trafficking victims may benefit from in their recovery and reintegration. This may include:

-  Trafficking-specific assistance (according to the target audience, so for adults and/or children and including differences for different types of victims)
-  Assistance for victim-witnesses (if different or in addition to services for trafficking victims)
-  Assistance for migrant workers (regular and irregular)
-  Assistance for specific categories of vulnerable persons (for example, single parents, individuals with disabilities, persons experiencing housing insecurity)
-  Assistance for individuals who are members of minority groups (including ethnic minorities, racial minorities, religious minorities, sexual minorities or individuals with disabilities)
-  Assistance for victims of violence (including child abuse, domestic violence, violent crimes)
-  Services available to all country nationals (for example, formal education or healthcare)

Services available to children through the country's child protection response and framework (any child in need should trigger a child protection response, regardless of whether they have been trafficked)

The initial mapping should cast a wide net to capture all relevant services. Additional filters can then be applied, which may result in some service providers who have been initially identified during the mapping not being included in the Directory of Services.

Some victims may prefer some types of assistance over others. They may also have identities or experiences that inhibit (and even prevent) their access to services or their willingness to accept some forms of assistance. For example, trafficking victims who have a minority group membership may face particular challenges in accessing assistance. In such cases, services may be provided by organizations specialized in working with these populations, even if they are not experts on trafficking in persons.

The Directory of Services should capture all types of services that victims want and need for their immediate protection after exiting a trafficking situation as well as their recovery and reintegration. A comprehensive package of services includes: housing, accommodation or care options, medical assistance, psychological support and counseling, education, training and life skills, economic empowerment opportunities, administrative assistance and support, legal assistance and support (including during legal proceedings), safety and security measures, case management, family mediation and counseling, assistance to family members and return assistance (please see Annex #2 for the full list and description of services that cumulatively support the recovery and reintegration of trafficking victims).

Many victims have vulnerabilities that existed prior to being trafficked and that may have contributed to their trafficking. These same vulnerabilities may also complicate their recovery and reintegration. These may need to be addressed as part of victim assistance, in addition to addressing those needs arising from their trafficking.

Mapping also includes assessing any eligibility criteria and requirements that must be met to receive services and ensuring that these are clearly conveyed in the Directory of Services. Eligibility criteria (who is eligible for assistance) may, for example, include age, gender, nationality, or residency of a specific area. Some agencies, for example, only provide assistance to women and girls or to children but not adults. Requirements to receive services may include rules regarding where a person receiving services can work and live, accreditation as a trafficking victim or showing identity documents.








To facilitate mapping, the information that is gathered can be entered into a Microsoft Excel template or other spreadsheet software or database system. A sample version of a Microsoft

Excel template accompanies this tool, for users to adapt to their purposes (please see Annex #1. Microsoft Excel Template for Directory of Services).










2.3 Set criteria for inclusion in the Directory of Services

It is critical that you determine the criteria for all service-providing institutions or organizations to be included in the Directory of Services. This might mean including only:

-  Professionally licensed service providers, so that practitioners are subject to professional supervision and oversight
-  Service providers that are legally permitted to provide services as described in the Directory of Services (licensed and/or accredited)
-  Service providers that are endorsed by the government/partner organization/institution
-  Service providers that do not charge for services
-  Service providers that have policies and practices in place in line with national legislation relevant to victim protection (including for child protection and safeguarding, confidentiality and privacy, and non-discrimination)

In addition, organizations or institutions should be required to commit to meeting certain standards and obligations to be included in the Directory of Services. This may include the service provider:

-  Committing to inclusion requirements and agreeing to have their service information available publicly (printed and digitally)
-  Ensuring that services provided to trafficking victims are in line with the information listed in the Directory of Services
-  Ensuring that contact information is kept up to date (via regular update requests or by alerting the appropriate contact for the Directory of Services of changes as they occur)
-  Providing a contact person for related coordination (including for updating information)
-  Recording the referrals (disaggregated by age, gender, form of trafficking) received by the organization/institution through the Directory of Services
-  Providing information about the use of the Directory of Services by responding to periodic requests and/or sharing relevant information as it arises
-  Ensuring that the service provider is able/willing to communicate with victims

-  **trauma-informed:** recognizes the impact of trauma and promotes environments of healing and recovery
-  **victim-sensitive:** prioritizes the victim's wishes, safety and well-being in all matters and procedures
-  **child-friendly:** designs and implements measures with the needs, interests, safety and best interests of the child in mind
-  **gender-sensitive:** treats all victims with equal respect regardless of their gender identity, refraining from stereotypes or assumptions on the basis of gender
-  **culturally appropriate:** takes into account and respects the victim's cultural and religious beliefs, values, norms, practices and language

in an appropriate way, including being trauma-informed, victim-sensitive, child-friendly, gender-sensitive and culturally appropriate



2.4 Validate information

After mapping services and setting inclusion criteria, information needs to be validated and finalized. Validating the information involves contacting each of the service providers to:

- ✔ Confirm that the service provider is aware of their inclusion in the Directory of Services and is willing and able to provide the services as described in the Directory of Services
- ✔ Confirm that the service provider commits to inclusion requirements (for example, provide a contact person for coordination, record the referrals, respond to periodic requests)
- ✔ Confirm the accuracy of contact information, listed services, eligibility criteria and any requirements of victims to receive assistance
- ✔ Confirm that the service provider agrees to keep all information up to date
- ✔ Ensure that services are provided in line with the information listed in the Directory of Services
- ✔ Determine how victims can best communicate their needs and any special guidance that can facilitate access to assistance
- ✔ Collect any additional information about what victims should know before contacting the service provider
- ✔ Ensure the sensitive and appropriate treatment of all victims seeking services



2.5 Establish feedback and accountability mechanisms

The Directory of Services needs to include information on what to do if trafficking victims are not treated or assisted properly so that they can get access to the services they need. It is also important to establish feedback and accountability mechanisms in the Directory of Services so that victims who are not treated or assisted properly can report inaction, maltreatment or other harms. Depending on the country, this may be the role of the Ombudsperson, the National Rapporteur on Trafficking in Persons, National Coordinators on Trafficking in Persons, agencies tasked with victim identification and assistance, social services or child protection agencies or human rights commissions.

Identify whether there is an existing mechanism that can be leveraged and contact this institution to discuss the Directory of Services and how to dovetail with their existing work and mandate. Ensure that this information is included in the Directory of Services with clear information about what victims can do and expect from engaging in this process.

If there is not an existing mechanism, it will be necessary to create a feedback/complaints mechanism and establish a means of reporting (for example, telephone and/or email). The feedback/complaints mechanism should involve individuals from the implementing organization or institution and partners who commit to serving in this role for a set period of time and to responding to reports from individuals and documenting the information received.

As long as the Directory of Services is being implemented, this mechanism should be in place to ensure accountability.



Step #3.

Design and test the Directory of Services

There are four sub-steps in designing and piloting the Directory of Services. These are:

- ✓ Design the Directory of Services
- ✓ Conduct an external review process
- ✓ Translate the Directory of Services into relevant languages
- ✓ Pilot the Directory of Services



3.1 Design the Directory of Services





The Directory of Services needs to be accessible, user-friendly and at a level that is appropriate for its intended audience. Information should be communicated with victims in an appropriate way, including being trauma-informed, victim-sensitive, child-friendly, gender-sensitive and culturally appropriate. At this stage, you will need to make decisions about how information is presented and the design of the Directory of Services. Decisions will be directly informed by the format (electronic and/or hard copy) and target audience (including age, literacy levels, comprehension capacity, choice of language(s) and cultural context). For example, a Directory of Services for child trafficking victims should be tailored to their age, education levels, literacy and stage of development, with substantial differences in what information is conveyed to young children as compared to older adolescents.

Key issues and considerations include:

- 📍 How to make information about services easy to understand?
- 📍 How to present information in simple, comprehensible way across age, language capacity, level of education and cultures?
- 📍 What is an appropriate format for the information (for example, use of visuals, length of content, density of information)?
- 📍 How to address issues of language and literacy (for example, how does translation impact design or layout)?
- 📍 What visuals and graphics are needed to effectively convey the information?

Carefully consider the use of visuals in the design of the Directory of Services. Appealing visuals (photographs, illustrations, graphics) are very helpful in conveying information about trafficking in persons and also about assistance. At the same time, some images may create or reinforce stereotypical and negative opinions about trafficking victims. Some visuals may even risk re-victimizing trafficking victims. Use visuals in a way that depicts the issue of trafficking accurately and sensitively does not harm trafficking victims.

Key issues and considerations include:

-  Do visuals accurately present the information? Images should be captioned to describe what is being depicted if they cannot be easily understood or associated with the activity focus or theme. Care should be taken to ensure that available services are not exaggerated to victims.
-  Is the visual victim-informed? When possible, ask trafficking victims in the target audience what kind of visuals they would find appealing and appropriate to convey information. Ensure that visuals do not depict victims in negative or undignified ways and are respectful.
-  Does the visual impart hope? Images that impart hope can help to show that individuals can and do recover and reintegrate after exiting exploitation.
-  Are visuals representative of individuals of different genders, age, race, socioeconomic status and backgrounds? Visuals should be inclusive, gender-sensitive and culturally appropriate. Consider the diversity of individuals in your target audience and whether or not they will all be able to “see themselves” in any visuals used.

Photographs may be used to illustrate the Directory of Services (for example, photos of a medical clinic or a practitioner). Any use of photographs requires informed consent from the individual whose photograph is taken and used. Good practice is to avoid photographs of trafficking victims (adults or children) that are identifying. Informed consent must explain the wide reach of digital media.

You may wish to use victim artwork or original illustrations in the design of the Directory of Services.



3.2 Conduct an external review process

Once drafted and designed, it is important that the Directory of Services is reviewed and validated by key institutions, organizations and technical experts to ensure accuracy of the content as well as the way in which information is presented. The validation process is also an opportunity to receive feedback on the presentation, design and format of the Directory of Services. The review process should consider if there are any ethical considerations that should be addressed in the design or implementation of the Directory of Services.

Before engaging in the external review process, the Directory of Services should be internally reviewed by the implementing agency/institution and any implementing partners. Then for external review and validation, engage professionals from key institutions and organizations with expert knowledge of trafficking in persons, the identification, referral and assistance process and available services to review content and provide feedback on the way that information is presented. Revisions and adjustments will need to be made after this internal and external review process.



3.3 Translate the Directory of Services

In many cases the Directory of Services will need to be translated into one or more languages to reach the target audience. Translation needs to occur after the internal and external review process but before piloting so that it can be tested in the language of the target audience.

Translation may affect the design and layout of the Directory of Services. For example, some languages require more or different characters than others. If the Directory of Services is in an electronic format (such as a website or App), it may also require translation of the interface (the set of features an application provides so that a user may supply input to, and receive output from, the program).






Working with local translators will help to ensure that translation is accurate and context specific. Translations should be tested with the target audience to ensure quality and accuracy as well as sensitivity in terms of how information is presented. It may be useful to document the process of translation into a guidance note or manual to offer step-by-step guidance on terms used for subsequent versions of the Directory of Services. Also consider if the Directory of Services may be translated to additional languages in the long-term to ensure that all victims can access information about services in a language that they understand. When resources do not permit the translation of the full Directory of Services into multiple languages, consider options for shorter material that can be translated into one or more languages or if specific sections of the Directory of Services can be translated (for example, into pamphlets or pop-ups on a website).



3.4 Pilot the Directory of Services

Once tested and finalized, you will need to pilot the Directory of Services with your target audience. If your target audience includes children, this specifically requires ensuring children's participation and contribution in the review and validation using child-friendly techniques.

Pilot testing will involve determining the answers to the following questions:

-  Is the information understood by the target audience (including in terms of language, literacy, appropriate education level, use of visuals)?
-  Is the language clear and comprehensible (including in translated versions)?
-  Does the layout of the Directory of Services make sense (do members of the target audience understand how to use it)?
-  Are there any additional ethical considerations that should be addressed?
-  Does the target audience have any feedback on the visuals used (are visuals clear, do they raise any issues of sensitivity)?

Pilot testing can be done by interviewing or focus group discussions with trafficking victims. You may also request service providers to pilot the Directory of Services with their victim-beneficiaries and then provide feedback. Based on the pilot test, it will be necessary to make adjustments and improvements. This will also involve adjustments in translation or, in some cases, possibly re-translation. If substantial revision and adjustments are needed, it may be necessary to pilot test the Directory of Services again.



Step #4. Implement the Directory of Services

There are three sub-steps in implementation of the Directory of Services. These are:

- ✓ Develop a strategy to distribute the Directory of Services
- ✓ Monitor and evaluate use of the Directory of Services
- ✓ Revise and update the Directory of Services



4.1 Develop a strategy to distribute the Directory of Services

The Directory of Services should be distributed to as many members of the target audience as possible. How this is achieved will be determined by your target audience, geographic scope, the format of the Directory of Services (hard copy and/or electronic) and available resources. In some cases, distribution of the Directory of Services may best occur both in a destination country and the country of origin. This involves additional considerations and resources. It is important from the outset to anticipate distribution costs so that the Directory of Services, once developed, can reach those it is intended to assist.




To develop a distribution strategy, consider different points of time and locations where you may reach your target audience, as well as organizations/institutions that may be involved. This may include reaching trafficking victims:

- 📍 While trafficked (for example, with emergency responders, in health clinics, via organizations supporting migrant workers or persons in prostitution or individuals experiencing housing insecurity, in embassies abroad, in migrant worker centers, through helplines)
- 📍 After exit and escape (for example, in embassies abroad, with law enforcement, at local administrative offices, via helplines, with service providers in destination countries or communities)
- 📍 During return (for example, with immigration and border authorities, at border crossings, in transportation hubs within or between countries, with organizations that support migrant workers)
- 📍 During identification or referral (for example, in police stations or social work centers, with practitioners responsible for identifying trafficking victims, in health clinics, administrative offices)
- 📍 Once home (for example, in local administrative offices, in health clinics, with social workers, via child protection agencies, in community centers, in schools)

In some cases, the Directory of Services may be handed directly to trafficking victims as a resource that they can take home (for example, at a medical clinic or at a government agency).

In other cases, a Directory of Services may be distributed by practitioners in the course of their identification or assistance work so they may also spend time to explain it as they provide it to trafficking victims.

Also consider different dissemination strategies that use different platforms to raise awareness of the Directory of Services. For example:

-  Print media (newspapers, community newsletters, flyers)
-  Radio and television programs (including podcasts and web-based media programs)
-  Social media and technology platforms (institutional Twitter feeds and Facebook accounts, advertisements via WhatsApp, Instagram, TikTok)
-  Websites of partner or implementing organization or institutions
-  Launch events or other formal government meetings
-  Conferences (in person and virtual) and service provider trainings or meetings





You may also wish to consider additional uses of the Directory of Services beyond the primary target audience and objective of informing trafficking victims about human trafficking and available assistance. For example, a Directory of Services may also be used in working with different target audiences to raise their knowledge about trafficking in persons and protecting victims, such as in training frontline practitioners or in educational settings.



4.2 Monitor and evaluate use of the Directory of Services

At the outset, it is recommended to gather baseline information to understand what information trafficking victims want and need to support their self-identification, referral and assistance. It is also necessary to understand their current knowledge of trafficking in persons, their rights and entitlements, available assistance and how to access it.

It is then possible to collect data at a later stage to learn how the Directory of Services has had an impact. This might include considering:

-  Has knowledge of trafficking in persons increased through the Directory of Services?
-  Do victims have knowledge of their rights and entitlements from the Directory of Services?
-  Are more trafficking victims accessing available services (those that are specialized services for trafficking victims and more general assistance services) via the Directory of Services?
-  Have victims overcome identified barriers to accessing services through using the Directory of Services?

Monitoring and evaluation includes seeking long-term feedback from the target audience on the content in terms of utility, clarity, accessibility and suitability. This might be done through focus group discussions or interviews.

In addition, it is important to monitor the implementation and use of the Directory of Services in terms of the extent to which it translates into trafficking victims accessing assistance. This

can be done, for example, by working with service providers to log/document referrals that have come to them as a result of the Directory of Services.

Finally, monitoring and evaluation should involve assessing if any ethical or legal issues have arisen during implementation so that victims can be protected from violations, and adjustments and improvements can be made to the process overall. This type of information may be collected from the feedback/complaints mechanism or body as well as from trafficking victims who have and have not been assisted and from service providers who work with victims.



4.3 Revise and update the Directory of Services

Information in the Directory of Services may become quickly out-of-date. Laws and policies on victim identification and assistance may change. Services may be expanded or contracted due to funding or staffing issues. Eligibility criteria for services may change. Contact information including addresses, phone numbers and contact persons may change. This then requires regularly revising and updating the Directory of Services including by:

- ✓ Ensuring accuracy of all information about victims' rights and entitlements and adding information needed to correct or clarify
- ✓ Validating all information about service providers and services in the Directory of Services as described above
- ✓ Confirming the process for identification, referral and assistance and updating as needed
- ✓ Adding new service providers or removing service providers that are no longer meeting inclusion criteria

Ideally a Directory of Services should be revised and updated on a regular basis. You should establish how often the Directory of Services will be reviewed and revised in line with available time and resources. If you have insufficient resources for regular revisions and updated versions, consider leveraging institutional or organizational partnerships to access the needed resources. Each version should be clearly dated (month and year) and ideally include information about whether or not future versions are anticipated and, if so, when.

The revision process is an opportunity to improve the Directory of Services and so care and attention should be given to how it may be strengthened and improved. When revising the information included in the Directory of Services, consider if other adjustments may be needed (for example, regarding the target audience, geographic scope, implementing partners and so on). Reviewing the step-by-step guidance above can be helpful in identifying what is working well in the Directory of Services and where improvements may be needed.

Annex #1. Microsoft Excel Template for a Directory of Services

A Microsoft Excel version of this template is available at <https://bit.ly/3uc5626>



Developing a Directory of Services for Trafficking Victims: A Template for Practitioners

Annex #2. Overview of Assistance and Services

There exists a range of services that cumulatively support the recovery and reintegration of trafficking victims.²⁶

	Housing, care and accommodation. The provision of accommodation and care options (for example, shelter, with family, foster care, kin-based care, alternative placements).
	Medical assistance. Medical assistance and healthcare including general healthcare, specialized treatment, dental care, optometry, gynecological care and so on.
	Psychological support and counseling. Psychological support and assistance including counseling, group therapy, support groups and so on.
	Education, training, and life skills. Formal and non-formal education opportunities including schooling, school reinsertion support, vocational training, professional training, life skills training, and tutoring.
	Economic empowerment opportunities. Economic empowerment opportunities including job placement, internships, income generation activities, and business development.
	Administrative assistance and support. Administrative assistance and support (for example, obtaining identity, residency, and other official documents, birth registration and the appointment of a legal guardian in the case of children).
	Legal assistance and support. Assisting and supporting trafficking victims in legal proceedings including criminal justice, civil and labor proceedings as well as on legal issues that are not related to trafficking in persons (for example, guardianship, custody, emancipation of a minor).
	Safety and security measures. Ensuring the physical safety of trafficking victims at different stages following trafficking (for example, conducting security and risk assessments, providing physical protection, witness protection).
	Case management. Designing and implementing an individual assistance and reintegration plan, in collaboration with the trafficking victim, including providing services or coordinating referral to services.
	Family mediation and counseling, assistance to the victim's family members. Fostering and supporting a healthy family environment through various forms of assistance to a victim's family members.
	Return assistance. Support to voluntarily return trafficking victims to their place of origin or residence, including providing transportation and document processing.

Annex #3. Checklist to Develop a Directory of Services



Step #1. Design your implementation plan

- Choose your target audience
- Determine the geographic scope
- Consider the language or languages of the Directory of Services
- Decide on a format for the Directory of Services
- Choose an implementing partner institution/organization, if appropriate and relevant
- Anticipate and address any ethical or legal considerations
- Plan for sustainability



Step #2. Develop content and map services for the Directory of Services

- Determine what information trafficking victims need to understand their experiences and situations
- Map existing services that can be accessed by trafficking victims
- Set criteria for inclusion in the Directory of Services
- Validate information
- Establish feedback and accountability mechanisms



Step #3. Design and test the Directory of Services

- Design the Directory of Services
- Conduct external review of the Directory of Services
- Translate the Directory of Services into relevant languages
- Pilot the Directory of Services



Step #4. Implement the Directory of Services

- Develop a strategy to distribute the Directory of Services
- Monitor and evaluate use of the Directory of Services
- Revise and update the Directory of Services

¹ Please see <https://bit.ly/3uc5626>

² Please see <https://bit.ly/3uc5626>

³ Surtees, R. (2007) *Listening to victims: Experiences of identification, return and assistance in South-Eastern Europe*. Vienna: ICMPD and Washington, D.C.: NEXUS Institute, p. 72.

⁴ Surtees, R. (2007) *Listening to victims: Experiences of identification, return and assistance in South-Eastern Europe*. Vienna: ICMPD and Washington, D.C.: NEXUS Institute, p. 74.

⁵ Surtees, R., L.S. Johnson, T. Zulfahary and S.D. Caya (2016) *Going home. Challenges in the reintegration of trafficking victims in Indonesia*. Washington, DC: NEXUS Institute, p. 67.

⁶ Surtees, R., L.S. Johnson, T. Zulfahary and S.D. Caya (2016) *Going home. Challenges in the reintegration of trafficking victims in Indonesia*. Washington, DC: NEXUS Institute, p. 79.

⁷ Surtees, R. (2007) *Listening to victims: Experiences of identification, return and assistance in South-Eastern Europe*. Vienna: ICMPD and Washington, D.C.: NEXUS Institute, p. 198.

⁸ Brunovskis, A. and R. Surtees (2007) *Leaving the past behind. When victims of trafficking decline assistance*. Oslo: Fafo and Washington, D.C.: NEXUS Institute, p. 115.

⁹ Surtees, R. and T. Zulfahary (2018) *Seeing the unseen. Barriers and opportunities in the identification of trafficking victims in Indonesia*. Washington, D.C.: NEXUS Institute. p. 56.

¹⁰ Surtees, R. (2007) *Listening to victims: Experiences of identification, return and assistance in South-Eastern Europe*. Vienna: ICMPD and Washington, D.C.: NEXUS Institute, p. 69.

¹¹ Brunovskis, A. and R. Surtees (2007) *Leaving the past behind. When victims of trafficking decline assistance*. Oslo: Fafo and Washington, D.C.: NEXUS Institute, p. 79.

¹² Surtees, R. (2013) *After Trafficking. Experiences and Challenges in the (Re)integration of Trafficked Persons in the Greater Mekong Sub-region*. Bangkok: United Nations Inter-agency Project on Human Trafficking (UNIAP) and Washington, D.C.: NEXUS Institute, p. 52.

¹³ Surtees, R., L.S. Johnson, T. Zulfahary and S.D. Caya (2016) *Going home. Challenges in the reintegration of trafficking victims in Indonesia*. Washington, DC: NEXUS Institute, p. 81.

¹⁴ Surtees, R., L.S. Johnson, T. Zulfahary and S.D. Caya (2016) *Going home. Challenges in the reintegration of trafficking victims in Indonesia*. Washington, DC: NEXUS Institute, p. 85.

¹⁵ Surtees, R., L.S. Johnson, T. Zulfahary and S.D. Caya (2016) *Going home. Challenges in the reintegration of trafficking victims in Indonesia*. Washington, DC: NEXUS Institute, p. 80.

¹⁶ Surtees, R., L.S. Johnson, T. Zulfahary and S.D. Caya (2016) *Going home. Challenges in the reintegration of trafficking victims in Indonesia*. Washington, DC: NEXUS Institute, pp. 84-85.

¹⁷ Brunovskis, A. and R. Surtees (2007) *Leaving the past behind. When victims of trafficking decline assistance*. Oslo: Fafo and Washington, D.C.: NEXUS Institute, p. 114.

¹⁸ Surtees, R. (2007) *Listening to victims: Experiences of identification, return and assistance in South-Eastern Europe*. Vienna: ICMPD and Washington, D.C.: NEXUS Institute, p. 116.

¹⁹ Surtees, R. (2014) *In African waters. The trafficking of Cambodian fishers in South Africa*. Geneva: International Organization for Migration (IOM) and Washington, D.C.: NEXUS Institute, p. 157.

²⁰ Surtees, R., L.S. Johnson, T. Zulfahary and S.D. Caya (2016) *Going home. Challenges in the reintegration of trafficking victims in Indonesia*. Washington, DC: NEXUS Institute, p. 94.

²¹ Brunovskis, A. and R. Surtees (2007) *Leaving the past behind. When victims of trafficking decline assistance*. Oslo: Fafo and Washington, D.C.: NEXUS Institute, p. 76.

²² Brunovskis, A. and R. Surtees (2007) *Leaving the past behind. When victims of trafficking decline assistance*. Oslo: Fafo and Washington, D.C.: NEXUS Institute, p. 94.

²³ Brunovskis, A. and R. Surtees (2012) *Out of sight? Approaches and challenges in the identification of trafficked persons*. Oslo: Fafo and Washington, D.C.: NEXUS Institute, p. 49.

²⁴ Surtees, R. (2007) *Listening to victims: Experiences of identification, return and assistance in South-Eastern Europe*. Vienna: ICMPD and Washington, D.C.: NEXUS Institute, p. 58.

²⁵ Sexual minorities are groups of people whose sexual orientation, gender identity or sexual characteristics are different from the presumed majority of the population. This includes individuals who identify as lesbian, gay, bisexual, transgender and queer or questioning (LGBTQ+).

²⁶ Surtees, R. (2017) *Supporting the Reintegration of Trafficked Persons. A Guidebook for the Greater Mekong Sub-Region*. Washington, D.C.: NEXUS Institute and Bangkok: UN-ACT and World Vision; Surtees, R. (2013) *After Trafficking: Experiences and Challenges in the (Re)integration of Trafficked Persons in the Greater Mekong Sub-region*. Washington, D.C.: NEXUS Institute and Bangkok:

UNIAP; Surtees, R. (2010) *Monitoring anti-trafficking reintegration programmes. A manual*. Washington, D.C.: NEXUS Institute and Brussels: King Baudouin Foundation.



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