



Remuneration for consultants and staff

with lived-experience of human trafficking

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Preface



There is consensus within the human trafficking sector that individuals with lived experience of human trafficking must be involved in the work, however, few have engaged in a way that is ethical, non-tokenistic and meaningful. This report aims to collate available evidence, best and promising practices to advocate for moving from theory to action.

There is very limited available documentation and research that explicitly provides a 'pay scale', 'pay grid', or remuneration plan for survivors of sex trafficking. The information referred to in this report provides best practices and guidelines for compensating survivors of sex trafficking. Examples of remuneration for individuals with lived experience are also included. Organizations cannot expect survivors to offer their time and expertise pro bono — financial compensation is the primary way anti-trafficking organizations can value survivor expertise while enriching anti-trafficking programming with valuable guidance, advice and expertise that cannot be acquired from any other source. In their report entitled, *Review of Current Promising Practices in the Engagement of People with Lived Experience to Address Modern Slavery and Human Trafficking*, Modern Slavery & Human Rights Policy & Evidence Centre notes that their findings emphasise best practices of engaging people with lived experience are underpinned by three key principles: being non-tokenistic, being trauma-informed and preventing harm. There are a growing number of toolkits, concepts and guidelines outlining key principles for ethical and meaningful engagement of people with lived experience, but less is available about the translation of these into practice.

Jennifer Richardson underscores the importance of not only including individuals with lived experience in entry-level positions but also building

leaders with lived experience in all aspects of programming in her 2023 article in the British Journal of Social Work;

When agencies only employ survivors in entry-level jobs but do not invest in them to build their capacity and move into a leadership role, it ultimately makes it difficult for survivors to adequately support themselves and their families. When their capacity isn't being built, they do not develop the needed skill sets to write and design programmes and policy, or to work with government on legislation and research. Most of their involvement in this work is driven by other people with formal education who lack a true understanding of how they see the world when being trafficked and after. Programmes that are truly trauma informed, and person centred must begin training staff who are survivors. With the right supports, others who were sex trafficked can move through a process from victim to survivor, to a person with lived experience.

'Survivor engagement' is understood as one of the most powerful and effective advocacy tools to influence the policymakers and planners.

ED/activist, NGO, South Asia, excerpt from A review of promising practices in the engagement of people with lived experience to address modern slavery and human trafficking

1

Review of the literature

Best and promising practices when hiring and working with Survivor Consultants

The National Human Trafficking Training and Technical Assistance Centre, in association with the U.S. Department of Health and Human Services' Office on Trafficking in Persons recommends the following when engaging with Survivor Consultants:

- Include a budget for engaging with survivor leaders as consultants
- Conduct research on payment and benefits for comparable positions and ensure fair compensation for anyone who performs any work that benefits the organization
- Develop a contract that outlines the scope of work, hours, and compensation
- If a survivor leader is accepting a role solely due to financial necessity, work with them to identify other means of employment to avoid exploiting their situation for the benefit of an organization

Additionally, Survivor Alliance, an international not-for-profit with the goal of uniting and empowering survivors of human trafficking and slavery to become leaders of the anti-trafficking movement, developed a guideline for compensating Survivor Consultants. Survivor Alliance partners with the United Way's Centre to Combat Human Trafficking and presented

its *Fundamentals for Compensation and Expenses* at the 2021 Survivor Alliance World Congress, which brought together 200 survivor leaders to begin drafting an action plan to shift the paradigm of leadership in the anti-trafficking sector. Although the Survivor Alliance report does not specifically provide a “pay rate” for Survivor Consultants, it does recommend terms and practices for compensating them. Recommendations include:

- Acknowledging that a Survivor Consultant is entitled to request consultancy fees for skills and knowledge that an organization does not possess internally. Fees may be presented as hourly, project-based, or on retainer and may include indirect costs
- In establishing consultant fees, it is reasonable to expect a 30 to 60 minute free “sales call” to discuss the nature of a consulting request
- Providing an honorarium or a gift to recognize and thank a survivor for their time and contribution. This is often used for guest speakers or when an organization cannot afford to pay a survivor their usual full rate (*this option must be discussed with the consultant prior to the event to confirm the consultant is amenable to this remuneration option*)
- Covering the costs of expenses such as paying for food, travel, childcare, etc. in recognition that there is a cost burden for survivors’ engagement
- Fair market compensation of survivors for their expertise and time is necessary when incorporating survivor-informed practices in all anti-trafficking efforts. The Human Trafficking Leadership Academy, a subsidiary of the National Human Trafficking Training and Technical Assistance Centre, recommended the following to better integrate survivors into the workplace and ensure a survivor-centred atmosphere
- Checking-in with Survivor Consultants on how they want to be introduced and identified during engagement sessions
- Seeking out and inviting survivors to apply for staff positions
- Providing training and leadership opportunities to survivors to develop their career paths
- Hiring survivors as trainers
- Promoting the professional accomplishments of survivors to the public and on social media (*if permission has been obtained by the survivor consultant*) and/or offering a reference for future projects
- Helping qualified survivors who have a criminal record because of their trafficking experience to manage background checks and criminal justice issues

‘So one key element is that survivors are in decision-making positions. So our staff and board are the majority survivors, as written into our bylaws. I try and say, you know, imagine a women’s movement with no women in it, or very few women in it. It is like our current anti-trafficking sector. It is a sector, not a movement, but imagine if there are no or very few survivors. You have to have survivors in decision-making positions.’

Executive Director, NGO, UK, excerpt from *A review of promising practices in the engagement of people with lived experience to address modern slavery and human trafficking*

Canadian Centre for Substance Use and Addictions' document entitled *Proposed Honoraria for People with Lived and Living Experience of Substance Use and their Families and Friends* identifies a number of recommendations to remove the inequity between those who identify as having lived experience and those who do not. Perpetuating the inequity is discriminatory and allows for stigma to flourish. Until there is widespread hiring of people with lived experience, the sector must be guided by the current best practices for providing compensation while advocating for systems-level change. Below are some best practice guidelines for honoraria and compensation:

- Advise people that the Canada Revenue Agency requires a T4A tax slip be issued if a person's honoraria equal or exceed \$500 for a calendar year. In this case, the honorarium recipient must provide a Social Insurance Number (SIN). A SIN is confidential and should be disclosed only to the appropriate financial administrator in the organization
- The previous requirement has implications for people with lived and living experience and their families and friends and may affect their ability to participate. For example, it may impact people who are enrolled in government assistance programs or pay taxes. Full transparency about this requirement is necessary in advance, especially on long-term projects where honoraria amounts can accumulate over the year. Stay up to date on federal and provincial legislation concerning government assistance programs and taxation
- Honoraria that are classified as income can cause a reduction in or loss of income support payments or an increase in rent for people who are living in geared-to income rental arrangements. Consider classifying honoraria as expenses or gifts, rather than income, to avoid the requirements outlined above about records and taxation
- For long-term engagements, consider hiring or contracting people as independent contractors or permanent salaried employees
- In advance of the work, agree on the terms of payment for amount, frequency and method. Give people an option on how they are paid (e.g., lump sum, per task, etc.). Itemize all expenses that will be covered such as parking, transportation, travel time, childcare, printing and so on
- Cash is generally the preferred method of payment. Avoid gift cards as they are stigmatizing. Make arrangements for direct deposit through e-transfer or payment by cheque

“Outing” provides challenges for survivors in professional spaces, [interviewee] spoke to the importance of organization-wide trauma informed practices around supervision, protocols, and policies to make these workplaces more welcoming for survivors without a requirement of disclosure, and additionally noted how broad adoption of these principles helps with safeguarding any staff who may be survivors but aren’t “out” about it.’

Independent Consultant, North America, excerpt from *A review of promising practices in the engagement of people with lived experience to address modern slavery and human trafficking*

- For people without bank accounts, e-transfer is not an option. If paying by cheque include the amount for a cheque cashing fee typically charged by services such as Money Mart
- Advise the people you work with that most organizations are required to keep records of all financial disbursements, whether cash, cheque or direct deposit

In the Modern Slavery & Human Rights Policy & Evidence Centre's report, *A review of promising practices in the engagement of people with lived experience to address modern slavery and human trafficking*, there is a wealth of promising and best practices from around the world. A few they identified are as follows:

- Employ and commit to fair and equitable recruitment, compensation and professional development, recognising everyone's unique skills and perspectives
- Historically recruitment has been concentrated around public-speaking and awareness raising activities with sometimes damaging consequences. It should be emphasised that all job adverts in the area of policy and programming on modern slavery should be open and inclusive to people with lived experience
- Ensuring that the contributions of people with lived experience are respected and valued via formal contractual arrangements
- Recognize the investment of time and effort required to engage is essential. This is not only via fair compensation but could also include full accreditation and, where appropriate and approved by those concerned, public recognition of contributions
- Take measures to make opportunities open, inclusive and accessible to a diversity of people with lived experience without requiring disclosure of lived experience identity. Affected individuals should not be required to identify themselves as persons with lived experience (often termed 'disclosure' or colloquially in some contexts as 'outing') for them to be actively engaged including within recruitment processes
- Recognise the time and expertise invested by people with lived experience through equitable pay and access to benefits such as childcare
- Offering partial upfront payments in the form of an advance, hiring bonus or access to an expenses budget
- Make adaptations in organizational policy and practice to recognise that gaps in pay and affording to cover work-related expenses and waiting to be reimbursed can act as a barrier to engagement
- Provide effective training and mentoring for people with lived experience as individually identified to support professional development and achievement of personal career goals (which may lie outside of the anti-slavery movement). This connects with fair and responsible recruitment, but also contributes to enhancing effectiveness. As those involved in policy and programming grow in confidence and professional experience

space for development and leadership should be created, which may include contracting or partnering with external organisations to provide independent training and expertise

- Appropriate professional and personal support (e.g. training, capacity building, access to counselling) is essential to maximize the potential for people with lived experience to succeed rather than being assumed to already hold all necessary skills due to their lived experience

As a best practice, **it is strongly recommended that individuals with lived experience should be compensated at least at the same level as other professionals doing similar work**, and generously in order to accommodate for the impacts and unique needs of working as someone with lived experience. Workloads should be comparable to other employees, and it should never be mandated that staff with lived experience share personal or intimate details of their trauma as a precondition for their work. Polaris, a leading survivor-centred organization

that operates the U.S based National Human Trafficking Hotline and is responsible for building the largest known dataset on human trafficking in North America, has drafted a best practice guideline for working in partnership with survivors. Recognizing the importance of adopting best practices when hiring and working with survivors, Polaris recommends the following:

- Hiring survivors with lived experience relevant to your content to consult on the project and compensating them as you would any other expert (e.g., lawyer, doctor, communications consultant, evaluator)
- Hiring survivors to collaborate on creating, implementing, and evaluating content, programs, services, etc.
- Never using a survivor's personal story or experience without their expressed permission
- Never telling someone else's story without their consent
- Being clear about how a person's story of their own lived experience will be used — and how many times — before the person shares their story (if they chose to do so)

'We created a system of what I call retainers. And so we would have survivors on retainer for a minimum of 5 hours a month, and we would just pay them every month for that 5 hours. Whether or not they worked that 5 hours, the assumption is that they would work that 5 hour period. If they worked more than 5 hours, they could bill us for all of the additional hours that they spent working and doing projects for us. But that guaranteed minimum income, because of the retainer, gave some sense of stability, some sense that it wouldn't be one month of feast and one month of famine. And I think that's one thing that has to be built into all of these programs.'

Lawyer, North America, excerpt from *A review of promising practices in the engagement of people with lived experience to address modern slavery and human trafficking*

2

Environmental scan on compensation

As part of addressing an identified strategic priority of the Peel Anti-Human Sex Trafficking (AHST) Program — to ensure that survivor voices are embedded into the AHST Strategy, Program, and dedicated services — an environmental scan was conducted. The purpose was to examine how human trafficking survivors and individuals with lived experience were being compensated for their time and expertise as members of an Advisory Committee. Advisory Committees were selected as a reference point given the volume of resources that indicate a compensation rate/value for individual members and the transparent nature of committee composition. In contrast to Advisory Committees, very little information is available that explicitly indicates a salary range or hourly rate of a Survivor Consultant.

Findings from the environmental scan indicated that survivors and individuals with lived experience who participate as members of an Advisory Committee receive between \$100 to \$350 per meeting with meetings typically lasting three hours in duration. Based on this, the hourly range of compensation is equivalent to \$33 per hour to \$50 per hour with an average compensation of \$42 per hour. Please see Appendix A for further information.

Samples of Canadian Survivor Leader job postings

When hiring for a Survivor Consultant position, Timea's Cause, a survivor-led organization that works to educate and eradicate modern-day slavery with the

“... I can be included in a choir, I just go to the practice but they don’t really engage me like they don’t really get me into action like I’m just there to add the population” [these thoughts] led me to reflect about tokenistic involvement of survivors in projects and programmes which is more often just for show... involvement is common, but meaningful inclusion is still not where it needs to be.’

Director, NGO, Central Africa and Independent Consultant, East Africa, excerpt from *A review of promising practices in the engagement of people with lived experience to address modern slavery and human trafficking*

goal of building a global survivor-led human trafficking detection educational centre, distinguishes Survivor Consultants based on their professional experience (this includes lived-experience) and individual life stability. Dependent on a candidate’s professional experience and life stability, Survivor Consultants were categorized into either a Senior Consultant role or a Junior Consultant role and pay range was reflective of this. A review of a job posting for a Survivor Consultant position illustrated the following:

Table 1: Timea’s Cause Survivor Consultant job posting

Position	Required experience/skills	Pay range
Senior Consultant	Minimum of five years of being away from the lifestyle; Have a strong support system; Have a deep understanding of Sex Trafficking and/or Forced Gang lifestyle; Minimum of three years of speaking experience; Minimum of ten online events; Minimum of ten live events; Lived in the same place for over five years or have been paying rent/ mortgage for five years; Have access to high-speed internet and a laptop; Minimum of 12 months commitment required	<ul style="list-style-type: none"> • Pay: \$500 Initial pay for onboarding, training and recording of the training videos; • Min \$500 – \$1000 / Royalty fee per training delivered to a Policing Agency; • Content Consulting: \$100/hour • Live Online Speaking events: Min \$500 – \$1500
Junior Consultant	Minimum of three years being away from the lifestyle; Have a strong support system; Have a deep understanding of Sex Trafficking and/or Forced Gang lifestyle; Public speaking experience is a bonus; Minimum of two years of work experience in general workspace or school (it can be on and off two years); Lived in the same place for over two years (we can be lenient on this); Have access to high-speed internet and a laptop; Minimum of 12 months commitment required	

Compensation for speaking at public events, consulting work, and developing educational/training content was based on professional experience (e.g., public speaking, consultancy background, education) and individual life stability (e.g., length away from the “trafficking lifestyle”, financial and emotional stability, residential stability). Candidates that had more professional experience and demonstrated greater life stability met the requirements of a Senior Consultant and accordingly would be paid more when compared to a Junior Consultant. Similarly, compensation indicated in job postings at any organization is dependent upon the requirements of a specific role and how well a candidate’s experiences meet these requirements.

Unique to the position of a Survivor Consultant is that job postings and employment contracts include language such as, “The agreement will give all control to the Expert over their own stories” recognizing that a survivor’s story is theirs to own, and their story cannot be told without compensation. This demonstrates alignment with identified best practices when meaningfully engaging with survivors and those with lived experience. Other samples of Canadian Survivor Leader Job Postings are in the following tables.

Table 2: Peer payment standard for short-term engagements — BC Centre for Disease Control

Payment amounts		
Type of work	Recommended	Other costs to cover
Meeting, document review or another advisory role	\$25/hr – less than one hour <i>* Agree upon a minimum and maximum number of hours required for the engagement in advance. Pay for the minimum agreed upon hours and any time over this.</i>	Transportation costs Accommodation (if out-of-town) Meal per diems (if out-of-town) Childcare (case-by-case basis) Three hours of travel time should be covered for peers who spend the day before or after a meeting travelling Any other expenses incurred related to the engagement (e.g., long distance charges)

Table 2 continues on next page...

Payment amounts		
Type of work	Recommended	Other costs to cover
Peer Meeting, Support Worker	<p>\$30/hr during meeting \$100/day flat rate 24-hour-on-call peer support in addition to meeting honoraria</p> <p><i>Note: Agree upon a minimum and maximum number of hours required for the engagement in advance. Pay for the minimum agreed upon hours and any time over this.</i></p>	Same as above
Presentation/Facilitation	<p>Pay a full hour amount for engagements of this type that are less than one hour in duration</p> <p><i>* Agree upon a minimum and maximum number of hours required for the engagement in advance. Pay for the minimum agreed upon hours and any time over this.</i></p>	Same as above
Task-based work	<p>At least Living Wage (as per province/territory) when the task exceeds one hour in length.</p> <p><i>* Agree upon a minimum and maximum number of hours required for the engagement in advance. Pay for the minimum agreed upon hours and any time over this.</i></p>	Any other expenses incurred related to the engagement (e.g., long-distance charges)
Employment or Contract	As per organizational employment or contracting standards at market rate comparable to non-peer roles with applicable benefits.	As per organizational employment or contracting standards at market rate comparable to non-peer roles.

Table 3: The Salvation Army — Lived Experience Engagement and Inclusion Consultant job posting

Position	Required experience/skills	Pay range
Lived Experience Engagement and Inclusion Consultant	<ul style="list-style-type: none"> • Individual with lived experience in either sex and/or labour trafficking/exploitation • Completed survivor aftercare/recovery programming a minimum of 2 years ago • Holistic stability and healthiness in their continued journey for a minimum of 2 consecutive years • Currently not involved in the sex industry, sexual exploitation, labour exploitation, and/or criminal activities • Not a current participant in any of The Salvation Army’s (or that of another agency’s) survivor aftercare/recovery programming, excluding counselling • Has knowledge and understanding of what Modern Slavery & Human Trafficking (MSHT) involves (all types) • Has a knowledge and understanding of the human trafficking and slavery policies and legal framework within Canada and Bermuda • Is respected and experienced in MSHT Response work within their setting 	<p>The target hiring range for this position is \$17.79 – \$22.24, with the ability to progress to a maximum of \$26.68.</p> <p>Placement in the salary range will be based on factors such as market conditions, internal equity, and candidate experience, skills, and qualifications relevant to the role.</p>

Table 4: Canadian Centre for Substance Use and Addictions — Proposed honoraria for people with lived and living experience of substance use and their families and friends

Level of engagement	Type of engagement	Examples	Honorarium amount*	Other
High Level of Engagement	Engagement involving preparatory work or work on products	<ul style="list-style-type: none"> • Presenter • Facilitator or moderator • Contributor to product review or development 	\$25/hour to a maximum agreed to in advance by both parties Payment will be rounded up to the full hour	None
Participation	Contributing to defined objectives at an event or meeting by providing input or advice	<ul style="list-style-type: none"> • Advisory group member • Focus group member • Meeting participant 	Full day = \$350** Half day = \$175**	Compensate for travel, accommodation and incidentals
Attendance	Attendance at an event or meeting with no specific role or request to provide input or advice	Attendee at an event or meeting	No honorarium provided	May compensate for travel, accommodation and incidentals

* The table provides baseline honoraria amounts that are subject to change or increase, as needed. These amounts should be reviewed and updated on an annual basis.

** Based on a 7.5-hour day

3

A guide to compensation commensurate with experience and education

The Flemming Principle is a principle for setting the salaries of locally recruited staff. Under the application of the Flemming principle, General Service conditions of employment are based on best prevailing local conditions. Based on the United Nation's *Guidelines for Determination of Level and Step on Recruitment to the Professional Category and Above* the following remuneration framework has been adapted to reflect equitable pay for Survivor Consultants within the human trafficking sector. The remuneration framework is merely an adaptation to be used to inform how an organization should compensate individuals based on the following three criteria: professional experience, education and lived experience.

Professional experience

The United Nation's *Guidelines for Determination of Level and Step on Recruitment to the Professional Category and Above* defined professional experience as, "Any type of experience that would contribute to professional competencies/skills and that would prepare a candidate to perform the functions of the position." For our purposes, we've included a scaling mechanism where the years of professional experience that a candidate possesses is commensurate with a level of pay — the more professional experience a candidate possess the higher they would score on the pay band.

Table 5: Professional experience and corresponding pay bands

Years of professional experience	Pay band
8+ years	Level 9
5–8 years	Level 8
3–5 years	Level 7
1–3 years	Level 6
Less than 1 year	Level 5

Education

The United Nations Educational, Scientific and Cultural Organization (UNESCO) World Guide to Higher Education should be used as a guide in determining the level of degrees in individual countries, as the level of university degrees in various educational systems is not always consistent. Information obtained from other reference material, the internet, permanent missions and/or the educational institution concerned is also useful. The table below illustrates degrees from the following member states: USA, Canada, and the United Kingdom.

Table 6: UNESCO world guide to higher education

Member state	Level 9	Level 8	Level 7	Level 6	Level 5
USA, Canada, UK	Ph.D.	M.A./M.S.	Licence (i.e., R.N.)	B.A./B.S.	College Diploma

Lived experience

Having been exploited through human trafficking warrants an individual to be characterized as having lived experience. Our intention was to avoid prescribing compensation that is commensurate with the number of years an individual was entrenched in human trafficking as this may have the effect of creating a tiered system of compensation based on how many months or years an individual was trafficked. This may further victimize and traumatize a candidate with lived experience. Rather we adopted the approach that a candidate either has lived experience or does not have lived experience and leave it to organizations to determine how they wish to compensate those with or without lived experience.

Table 7: Best practice guide to determining pay grade for a Survivor Leader position

Criterion	Level 9	Level 8	Level 7	Level 6	Level 5
Professional Experience	8+ years	5-8 years	3-5 years	1-3 years	Less than 1 year
Education Level	Ph.D.	Master's Degree	Professional Licence	Bachelor's Degree	College Diploma
Lived Experience	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No

4

Tips for negotiating pay as a Survivor Consultant

The National Survivor Network provides Survivor Consultants and/or professionals with lived experience a resource guide for negotiating pay to ensure fair market compensation. Within their resource guide, individuals with lived experience are encouraged to be upfront with potential employers about their salary/wage expectations while considering pay ranges or bands. For example, individuals should distinguish between a hiring range and a pay range — hiring ranges allow for greater flexibility to negotiate as a new hire (dependent on experience and formal education) whereas a pay range typically includes individuals who have been in that particular position for a number of years, so a new hire could expect to traditionally start at the lower end of a pay range when compared to a hiring range. For positions that indicate a hiring salary range, Survivor Consultants should know their worth based on their personal and work experience as well as formal education and advocate for themselves accordingly.

When considering hiring salary ranges or pay ranges it's strongly recommended that an individual understand where they fall within the salary range based upon their experience and formal education and the work, they are required to perform for a given position. If an individual doesn't have substantial experience or is new to consulting, they are likely to be placed on the lower end of the salary range. In comparison, those with approximately two to five years' experience may find themselves in the middle of the salary range and those with five or more years of experience closer to the higher end of the salary range. Specialized training, skills and/or formal education also acts favourably for an individual to negotiate a higher salary range.

The Rebecca Bender Initiative, a survivor-led organization based in the United States and founder of the Elevate Academy, the world's largest online school for survivors of human trafficking taught by survivors, compared anti-trafficking organizations that benefit from the unpaid labour of a survivor with a trafficker profiting from forcing someone to work all night. According to the Rebecca Bender Initiative, "... inviting survivors to speak without compensating them financially for their expertise is degrading and potentially re-traumatizing ... when anti-trafficking organizations place their fundraising needs over the well-being of survivors they invite to speak, they perpetuate a similar kind of exploitation as the one they are working against."

Within the anti-human trafficking sector many organizations receive funding from government grants. Some grants have requirements that the funding provided be used to pay for contractors. It is important to distinguish between an employee and a contractor. A contractor does not work for the organization but instead are independent business owners where the organization acts as a customer of the contractor, purchasing their service. In contrast, employees work for the organization. When an organization hires a contractor there may be requirements that any contracted work must receive at least three bids from different contractors to ensure fiscal accountability on behalf of the organization. Contractors are typically paid an hourly rate and it is usually easier to negotiate a higher hourly contract fee for smaller projects than larger ongoing ones. A few things to consider if hired as a contractor is if the hiring organization will provide compensation for incurred costs as a result of the work being performed such as travel, food, equipment, in addition to their intellectual/experiential expertise. Additionally, it would be in the contractor's best interests to consider the following:

- If creating content such as a video or sharing your trafficking experience who retains the rights to the content
- How are you being compensated and how often
- How long does it take to receive payment after work is completed and submitted
- What is the maximum dollar amount or number of hours that you will be compensated for
- What documentation (e.g., invoices) will need to be issued or provided in order to be remunerated

If the terms of the contract are not clearly outlined or if they are not amenable to them, it is the responsibility of the Survivor Consultant to negotiate the terms until they are satisfied with them.

It's also strongly recommended that some background market research, through websites such as [glassdoor.com](https://www.glassdoor.com) or [payscale.com](https://www.payscale.com), be utilized to have a better idea of hiring ranges and pay scales. This will help to start the negotiation and provide context.

5

Peel Region's proposed survivor consultant remuneration framework

Background

In early 2023, the Region of Peel's AHST Program held a two-day strategic planning session. As part of this session, the Region, in collaboration with community partners and vested stakeholders within the sex trafficking sector, identified strategic priorities to advance the Peel Anti-Human Sex Trafficking (AHST) Strategy, improve program delivery, and ensure that victims, survivors, and those at-risk of sex trafficking are at the centre of its work. One of the identified strategic priorities involved embedding survivor voices into the overarching Strategy, Program, and dedicated services. As part of the AHST Program's work to effectively embed survivor voices, the Region has identified a need to implement a Survivor Consultant Remuneration Framework.

Purpose

The purpose of the Survivor Consultant Remuneration Framework is to recognize that, "The expertise and perspectives of people with lived experience of being trafficked are critical to the success of anti-trafficking efforts." The work of governments, not-for-profit organizations, service providers, law enforcement agencies, and academics have consistently articulated that collaborative approaches that increase inclusion of survivor voices are critical to improving anti-trafficking efforts. While

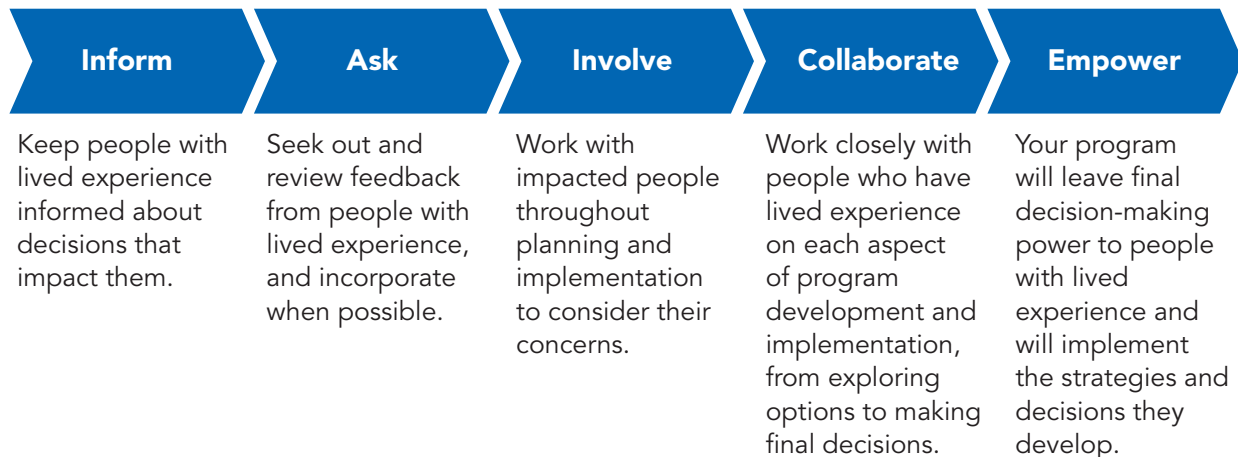
integrating survivor voices into anti-trafficking efforts, organizations must be cognizant of the ethical, equitable, and meaningful inclusion of survivors into organizational processes. Valuing the expertise of survivors must be reflected in these processes, which includes fair, equitable, and ethical compensation for their expertise and time.

Guiding principles based on best practices

Based on the findings of the literature review and environmental scan that identified best practices when engaging with survivors and individuals with lived experience, the Region of Peel’s AHST Program has adopted the following best practices to inform its Survivor Consultant Remuneration Framework:

In alignment with our strategic priority of embedding survivor voices into the AHST Strategy, program delivery, and dedicated services, the Region of Peel’s AHST Program has adopted the Four Values of Meaningful Engagement and the Lived Experience Engagement Spectrum. Survivor engagement is implemented to prevent harm and to repair it if it occurs inadvertently. Throughout the ongoing development and implementation of the AHST Strategy, program delivery, and dedicated services, survivors will be engaged to provide meaningful input and advice through the Region’s AHST Advisory Committee. As part of their involvement and as indicated by the Lived Experience Engagement Spectrum depicted below, Survivor Consultants will be compensated for their time and expertise. In addition to the Region’s AHST Advisory Committee, feedback mechanisms such as regular check-ins and meetings will be in place so that Survivor Consultants can provide critical feedback about the Region’s AHST Strategy, program delivery, and dedicated services.

Figure 1: Spectrum of public participation



Adapted from the International Association of Public Participation’s Spectrum of Public Participation by Chris Ash for Expanding Our Reach, 2019.

Meaningful engagement with Survivor Consultants

To meaningfully engage with survivors, the Region will ensure that people who have been sex trafficked are involved in developing, implementing, and evaluating the effectiveness of strategies to address the issue. To ensure that survivors and those with lived experience are meaningfully engaged, the Region has adopted the *National Survivor Network's* four values that inform meaningful engagement.

Meaningful and intentional engagement of survivors requires that engagement is inclusive and equitable. When engaging with Survivor Consultants, the Region will ensure that the voices of survivors reflect a diversity of perspectives, identities, and experiences. For example, research conducted by the Canadian Centre to End Human Trafficking found that Indigenous women and girls are disproportionately victimized by traffickers and are alienated by anti-trafficking discourse which fails to acknowledge their experiences of colonial oppression and reinforces victimization. Acknowledging that inclusion must account for different experiences and how these experiences influence power dynamics is critical to ensuring that Survivor Consultants are engaged in an equitable, ethical, and inclusive manner. The four values of meaningful engagement, which will inform the Region's engagement efforts with victims and survivors, specifically Survivor Consultants are as follows:

Figure 2: Values that inform meaningful engagement of people with lived experience of human trafficking



Self-determination: People with lived experience are the experts in their own experiences and deserve dignity, autonomy, and self-determination. People with lived experience deserve safety and leadership for themselves and support in achieving their goals, whether as clients, movement professionals, or both in some cases.



Trauma-informed: Being trauma-informed means that anti-trafficking organizations are trustworthy, transparent, collaborative, and respectful of cultural and historical trauma's impacts. People with lived experience deserve transparency about how decisions are made that impact them, as well as how the feedback and expertise they provide will be used.



Dignity: People with lived experience deserve to be treated with respect and dignity. This includes avoiding stereotyping and bias in service provision, as well as avoiding tokenism, condescension, or paternalism in leadership opportunities and development.



Equality and equity: People with lived experience are essential leaders and equal collaborators in the movement to end human trafficking. In any region, some voices, identities, and perspectives are given more power than others to influence decisions and funding. It is essential to counteract those imbalances in how we do our work.

Self-determination

- Never mandating that a Survivor Consultant share personal or intimate details of their trauma as a precondition for their employment or consultation
- Avoid the necessity to ask the survivor to share their experience to engage in the work. If the survivor chooses to disclose elements of their experience to contextualize their work, then:
 - Never use a Survivor Consultant's personal story or experience without their expressed permission
 - Never tell their personal story with their consent and without compensating them. Be clear about how the survivor's lived experience will be used — how many times, to whom, and for what purpose — before the person shares their story

Trauma-informed

- In alignment with the principles of the Peel AHST Strategy, the Region integrates a trauma-informed approach that emphasizes safety and informed choice that is based on an awareness of the prevalence and symptoms of trauma and the strategies relied upon for coping with trauma
- The Region will work with Survivor Consultants to prevent re-traumatization or further traumatization by accounting for their need for emotional and physical safety and for control in their own lives and work. This includes being wholly transparent with Survivor Consultants by informing them about their roles and responsibilities, including who will be involved prior to consenting to engagement work and prior to the commencement of all meetings and activities
- The Region will protect the confidentiality of victims and survivors' identities and statements unless explicit consent is provided not to do so
- Provide one-on-one support with a more experienced staff member (e.g., a Peer Mentor) to help Survivor Consultants integrate into the organization while assisting in identifying and removing any organizational barriers that could adversely impact their integration

Dignity, equality, and equity

- The Region commits to working with Survivor Consultants to counteract power imbalances that have systemically excluded victims and survivors from decision-making process through tokenization and ingenuine consultation
- Survivor voices and perspectives will not be neglected in decision-making processes about policy, programs, and services
- Acknowledging that racialized victims and survivors have historically been systematically disempowered, marginalized, and oppressed, the Region commits to meaningfully engage with Survivor Consultants in

all decisions that affect their lives, including decisions about service planning and delivery

- Recognizing that Survivor Consultants best understand the issues that are relevant to their communities and which may not be known to outsiders, such as local risk environments and barriers to treatment access, the Region commits to integrating Survivor voices in all aspects of policy and program development
- The meaningful involvement of victims and survivors in service and program design, delivery, and evaluation can help to reduce stigma and health inequities, making services more effective and responsive to the needs of those who access them. This in turn, has shown to improve service and program outcomes and reduces costs and issues with implementation

Compensation

The Region of Peel commits to have compensation-related discussions with Survivor Consultants that will be thoughtful, transparent, and clearly negotiated before any engagement work is performed. Discussions about compensation will always be carried out in a respectful, sensitive, and confidential manner. Compensation-related discussions will take into account how the Survivor Consultant would like to be paid, the compensation amount, any other remunerations involved (i.e., travel expenses), and any relevant legal implications. Further to this, the Region will:

- Develop a budget for engaging with Survivor Consultants
- Develop a Social Media and Marketing Policy that includes a Survivor Consultant's approval of how their picture, biography, and story will be used to promote any activity related to the project. This will clearly outline how and when the stories of a Survivor are being used to promote events, trainings, conferences and/or fundraisers
- Create a policy around confidentiality and non-disclosure of any part of the project, the contract, or any activities, events, or conversations that occur between the Survivor and the organization
- Research on payment and benefits will be conducted for Survivor Consultants, evaluating comparable positions and/or other professionals doing similar work, to ensure fair market compensation
- Develop a contract that outlines the scope of work, hours, and compensation while ensuring that workload is comparable to other employees in similar positions
- Cover the costs of expenses such as paying for food, travel, childcare, etc. in recognition that there is a cost burden for Survivor Consultants to engage, including compensating survivors for missed revenues in the event that they have to take time off from their full-time employment to attend an engagement event
- For events and/or conferences that require travel, certain considerations should be addressed to ensure both the organization and Survivor Consultant

are well informed about their responsibilities. Below is a list of considerations that should be discussed with Survivor Consultants who are required to travel for engagement events. As a promising practice, an organization should consult with the Survivor Consultant on the below at least 60 days before a scheduled event in which travel is required:

- 50% of any travel-related expense (cost of flight, hotel accommodations, etc.) should be paid by the organization upfront to avoid any cost burden for the Survivor Consultant. The organization should be responsible for booking any travel-related accommodations unless explicitly stated otherwise by the Survivor Consultant
- Ask the Survivor Consultant if they have a credit card in their name (as most hotels require the credit card at the time of checking in with the individual's name on it, along with another form of government-issued ID) that they can use for consultant-related costs. Advise Survivor Consultant to keep all receipts associated with any event/travel-related expenses
- Receipts are to be forwarded to the appropriate designate of the organization for review and reimbursement
- In the event a Survivor Consultant does not possess a credit card a pre-authorized credit card should be made available to the Survivor Consultant before travelling and any expenses incurred will require a receipt for verification purposes
- Credit card interest fees incurred should be paid by the organization NOT the Survivor Consultant
- Discuss the specifics of the Survivor Consultant's stay such as, is there a preference for hotel, seat accommodations if travel is by air, train, or bus, etc. This is aligned with a trauma-informed approach to engagement, recognizing that there is potential for past trauma to reemerge (e.g., the consultant requests a room on any floor but the first floor as when they were trafficked, they were always on the first floor)
- If the Survivor Consultant is travelling by car, gas mileage should be covered through submission of eligible receipts or commensurate with the organization's mileage reimbursement policies.

Based on identified best practices and the Region's environmental scan on pay rates for members of Advisory Committees/Boards, the Region's AHST Program will offer the following compensation to our Anti-Human Sex Trafficking Advisory Committee members:

Table 8: Peel Anti-Human Sex Trafficking Advisory Committee compensation

Engagement Type	Base Compensation	Complementary Compensation
Conferences, Public Engagement Sessions	\$1500 per day (event open to close, based on a 7.5-hour day — no half day option*)	\$30 per day childcare subsidy (for children under 12)
Meetings (maximum 2 hours in length)	\$200	\$10 subsidy to support technology access if online: \$10 subsidy for transportation expenses if in-person + \$30 childcare subsidy (for children under 12)
Content Review (up to max of 7 hours; this time is independent of any content review required during meetings)	\$110 per hour	N/A

* Half-day remuneration should not be an option as most often, the consultant has had to take a full day vacation, so they should be remunerated for the lost wages/vacation day.

Meaningful engagement means ensuring that people who are or have been impacted by an issue are involved in developing, implementing, and evaluating the effectiveness of strategies to address the issue [and remunerating them in line with any other expert consultant]. On an individual level, this approach requires professionals in the field (including those with lived experience) to decenter their own identities and experiences in order to allow the self-determination of the impacted individual engaging in services or advocacy. On an organizational or movement level, this approach requires professionals in the field without lived experience to decenter themselves to create space for genuine movement leadership by individuals with lived experience, while individuals with lived experience in the field advocate for policies that provide benefits for the greatest number and variety of impacted individuals.

Meaningful Engagement of People with Lived Experience: A framework and assessment for increasing lived experience leadership across the spectrum of engagement." *Global Fund to End Modern Slavery and National Survivor Network – CAST.*

Recommended tools



Administration for Children & Families, Office of Trafficking in Persons and National Human Trafficking Training and Technical Assistance Centre
[Toolkit for Building Survivor-Informed Organizations: Trauma-informed resources and survivor-informed practices to support and collaborate with survivors of human trafficking as professionals](#) (PDF)

BC Centre for Disease Control
[Peer Payment Standards](#) (PDF)

Canadian Centre on Substance Use and Addiction
[Guidelines for Partnering with People with Lived and Living Experience of Substance Use and Their Families and Friends](#) (PDF)

Human Trafficking Leadership Academy
[Survivor-Informed Practice: Self-Guided Assessment Tool](#) (PDF)

Modern Slavery & Human Rights Policy & Evidence Centre (Led by the Bingham Centre)
[A review of current promising practices in the engagement of people with lived experience to address modern slavery and human trafficking](#) (PDF)

National Human Trafficking Training and Technical Assistance Center

[Toolkit for Building Survivor-informed Organisations](#) (PDF)

(particularly pages 18–20)

National Survivor Network

[Empowering Meaningful Survivor Leadership in the Movement](#) (Web site)

Survivors Voices Research Group

[The Charter for Engaging Survivors — Survivors Voices](#) (Web site)

University of Nottingham Rights Lab,

[Nothing about us, without us. Survivor involvement in anti-slavery policy making: Guidance for policy makers](#) (PDF)

Walk Free

[What Works: Lessons Learned in Survivor Inclusion](#) (PDF)

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Appendix A:

Environmental scan on Survivor-led and Lived Experience advisory committees

Region of Peel:

Social Development, Planning & Partnerships Division — Peel Poverty Reduction Committee Lived-Experience Roundtable

Mandate

As part of the Peel Poverty Reduction Strategy, the Peel Poverty Reduction Committee (PPRC), of which the Lived-Experience Roundtable is an integral component, is a collaborative network that includes residents, people with lived experience, poverty reduction advocates, NFP's, and all levels of government. The key principle is that to effectively address poverty we must all work together. The Lived-Experience Roundtable ensures that the voices of individuals with lived experience of poverty is embedded in every action undertaken by the PPRC. The roundtable:

- Supports the implementation of actions and initiatives as identified by the Implementation Taskforce
- Promotes and expands awareness of the PPRS and poverty-related issues
- Supports the Advocacy and Awareness Table
- Influences community participation in poverty reduction initiatives.

Membership

Membership includes 13 individuals, all of which have lived experience of poverty and is multisectoral (housing, addictions, special needs/disabilities, domestic violence, mental health).

Meeting frequency

Monthly (additional meetings as required; all additional meetings are fully compensated).

Meeting frequency

Meetings are typically online.

\$50 for 2.5hr meetings but meetings typically last between 1.5hrs – 2hrs in length + \$10 per meeting to offset any access to technology charges.

In-person meetings provide \$10 additional compensation for transportation.

\$30 for childcare (under 12 yrs old).

\$100 for full-day conferences + \$50 if members are on a panel and/or are required to publicly speak.

HEAL Advisory Council

(Health, Education, Advocacy, Linkage)

Mandate

N/A

Membership

Comprised of 7 individuals from the medical, academia, social work, and not-for-profit sectors.

- Of the 7 individuals only one is a survivor.
- Many of the members of the Advisory Council are entrenched in cross-sectoral work, e.g., medical practitioner and academia

Meeting frequency

N/A

Meeting frequency

N/A

Lived Experience Advisory Group, City of Toronto

Mandate

Members contribute their experience and expertise to the effective development, implementation, and monitoring of the City of Toronto's Poverty Reduction Strategy through advocacy, education and awareness, and monitoring/evaluation.

Membership

No specification as to how many individuals involved however, members must be Toronto residents with lived experience of poverty.

Term of office is for maximum of three years.

Meeting frequency

Minimum of 1 meeting per month 3 hrs in duration up to a maximum of 10 hrs per month.

Meeting frequency

Meeting and half-day activities \$50; Full day activities and trainings \$100.

Confronting Anti-Black Racism Advisory Committee, City of Toronto

Mandate

Provides advice to City Council:

- To support the implementation of the principles of the International Decade for People of African Descent under the themes of Recognition, Development, and Justice
- On the elimination of barriers faced by Black communities and recommend City engagement to help improve access to provincial, federal, and community agency services and programs
- To ensure the interests and needs of Black communities are reflected in City programs and service delivery
- On emerging issues and trends of significance to Black communities as they relate to City services and programs
- In addition, the Confronting Anti-Black Racism Council Advisory Committee will enjoy a collaborative, cooperative and cohesive relationship with the Confronting Anti-Black Racism Unit's Partnership and Accountability Circle

Membership

Comprised of 14 members of the public and 1 member of City Council.

Public membership includes:

- 8 representatives of organizations working in such fields as (but not limited to) housing, healthcare, education, employment and entrepreneurship, child welfare, policing and the criminal justice system
- 3 elder members, who self-identify and represent the wisdom of Black communities
- 3 youth members between the ages of 18 to 29
- Term of office is coincident with the term of City Council or until the completion of its mandate

Chair will be member of City Council; Co-Chair will be elected by members of the Advisory Committee and must be a member of the public.

Meeting frequency

Up to four times per year, between 2 and 3 hours in length.

Meeting frequency

Public members of the Confronting Anti-Black Racism Council Advisory Committee receive an honorarium of \$125 per meeting attended.

Two-Spirit, Lesbian, Gay, Bisexual, Transgender and Queer (2SLGBTQ+) Advisory Committee, City of Toronto

Mandate

Provides advice to City staff and City Council on identified priority issues to support the elimination of barriers and inequities experienced by 2SLGBTQ+ communities in accessing City of Toronto programs and services. The Council Advisory Body will bring government, policy, and community leaders to the table to focus on both service level barriers as well as structural and systemic challenges faced by 2SLGBTQ+ communities.

Members of the committee are expected to provide policy advice:

- To ensure the interests and needs of the diverse 2SLGBTQ+ communities are reflected in City programs and service delivery;
- On strategies aimed at elimination of barriers faced by 2SLGBTQ+ communities when accessing City programs and services;
- On emerging issues and trends of significance to the 2SLGBTQ+ communities as it relates to the City services and programs.

Membership

The committee consists of 15 members and is composed of:

- 2 Members of Council
- 13 public members comprised of community and policy leaders with lived experience and/or expertise in 2SLGBTQ+ issues and reflecting the diversity of the community

The Chair will be a Member of City Council, appointed by City Council and, at its first meeting or as soon as possible after, the Advisory Committee will elect a member of the public as Co-Chair.

Public members are appointed to a term coinciding with the term of City Council, ending November 14, 2022 or until their mandate is completed.

Meeting frequency

Up four times per year at the call of the chair. Meetings take place during business hours and the duration of meetings is approximately 2.5 hours.

Meeting frequency

Public members of the Two-Spirit, Lesbian, Gay, Bisexual, Transgender and Queer (2SLGBTQ+) Advisory Committee receive an honorarium of \$125 per meeting attended.

Aboriginal Affairs Advisory Committee, City of Toronto

Mandate

Provides advice to City Council on the elimination of barriers faced by First Nations, Inuit and Métis including barriers related to City by-laws, policies, programs and service delivery and to act as a liaison with external bodies on barriers to the participation of Aboriginal peoples in public life while advancing the achievement of social, cultural, economic and the spiritual wellbeing of First Nations, Inuit and Métis.

- Advise on strategies and actions required to achieve the City's truth and reconciliation objectives
- Advise on the implementation of Council's policies impacting First Nations, Inuit and Métis
- Provide its advice to City Council
- Review the agenda and any accompanying materials
- Attend and participate in all committee meetings
- Attend and participate in any working groups, as required

Membership

Comprised of 25 members with one Member of City Council. With the exception of the Member of City Council, Aboriginal Affairs Advisory Committee members are representatives of Aboriginal organizations and of the community at large.

2 Chairs — not specified how this will be selected. Public members are appointed for a four-year term, at pleasure of Council, coinciding with the term of City Council and serve until their successors are appointed.

Meeting frequency

Up to 6 times per year with each meeting scheduled for a half-day in duration.

Meeting frequency

Public members of the Aboriginal Affairs Advisory Committee receive an honorarium of \$150 per meeting attended, to the maximum number of meetings specified in the Terms of Reference for this advisory body.

Advisory Committee on Human Trafficking in Peel, Family Services of Peel

Mandate

Provides advice, guidance, and support and makes recommendations with regards to projects or programs that addresses Human Trafficking in Peel.

The objectives of the Advisory Committee will be:

- To advise and provide feedback with respect to Human Trafficking in Peel
- To advise and provide feedback to Family Services of Peel with respect to the Human Trafficking Project "A Survivor Centered Approach to Build Capacity to Address Human Trafficking in Peel" which is focused on female sexual exploitation (literature review, focus groups, trauma screening tool development and other stages of the project).
- To oversee the development of impact evaluation methodology for the project.

Membership

Comprised of representatives from FSP, the Institute on Violence Prevention, Peel Regional Police, 3 medical practitioners and academics (Dr. Hanni Stoklosa, Harvard University; Dr. Metha Firdosi, York University; Dr. Susan Bartels, Queen's University) and 1 survivor (Katarina MacLeod, Executive Director of Rising Angels).

Members serve for a minimum of three years.

Meeting frequency

Committee meetings occur on a quarterly basis.

Meeting frequency

N/A

U.S. Advisory Council on Human Trafficking, U.S. Department of State

Mandate

The Advisory Council brings expertise from members' personal experiences of human trafficking as well as members' ongoing work and leadership in various national, state, and local anti-trafficking efforts.

- Provide advice and recommendations to the U.S. government, specifically the Senior Policy Operating Group (SPOG) and the PITF, to strengthen federal policy and programming efforts that reflect best practices in the anti-trafficking field.
- Review federal U.S. government policy and programs intended to combat human trafficking, including programs relating to the provision of services for victims.
- Gather information from U.S. government agencies, states, and the community for the Council's annual report.
- Publish an annual report that contains the findings derived from the reviews conducted of federal government policy and programs.
- Serve as a point of contact for federal agencies reaching out to human trafficking survivors for input on anti-trafficking programming and policies in the United States.
- Represent the diverse population of human trafficking survivors across the United States

Membership

Comprised of 11 Survivor-Leaders who bring their expertise and experience to advise and provide recommendations on Federal HT initiatives.

Meeting frequency

N/A

Meeting frequency

N/A



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