

COATNET 2024-2030 Strategic Plan

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1. INTRODUCTION

1.1 Introductory Message by Caritas Internationalis Secretary General Alistair Dutton

“As we launch the COATNET 2024-2030 Strategic Plan, Caritas Internationalis confirms our unwavering commitment to combatting human trafficking through the power of networking among faith-based organisations, which amplifies our collective voice, strengthens our resolve, and expands our reach in addressing this grave injustice.

Human trafficking is a complex and multifaceted crime that requires a comprehensive and collaborative approach. By engaging with Survivor Advocates and incorporating their experiences into our strategies, we aim to create sustainable solutions that address the root causes of trafficking. The survivors' engagement reflects our dedication to listening to and valuing the voices of those who have been trafficked, ensuring that their insights shape our advocacy and interventions to promote integral human development.

Our mission is grounded in the principle of human dignity. We are committed to fostering spaces for constructive dialogues that include people who have experienced trafficking, serving professionals, civil society organisations, grassroots communities, and institutions at all levels. This engagement is crucial to promote restorative justice and advocate for legal systems that prioritise the non-punishment of individuals coerced into criminal activities while being trafficked.

Education and empowerment are critical pillars of our strategy. Caritas Internationalis believes that by equipping communities with the knowledge and resources needed to prevent trafficking, we build resilience at the local level. Moreover, stronger legal pathways for protection and addressing root causes such as poverty, inequality, conflict, and discrimination are essential.

Socioeconomic development, education, and equal opportunities are fundamental to eradicating trafficking. As Pope Francis has emphasised, *"it is necessary to get to the root of the problem and eliminate its causes"*. By capturing root causes and measuring the effectiveness of our interventions, we aim to improve and adapt our strategies continuously.

Our approach is trauma-informed, recognising the profound impact of intergenerational trauma on individuals and communities. We prioritise proactive identification and support for those at risk of trafficking, emphasising the importance of capacity-building training for serving professionals.

The physical and emotional abuse endured by people who have been trafficked necessitates robust safeguarding measures to protect their privacy and prevent them from being re-trafficked. Our commitment to these principles will guide our efforts as we work to create a world free from human trafficking.

Together, through faith-based collaboration, Survivor Advocates' engagement, and a commitment to human dignity, we will advance our mission and make significant strides in the fight against human trafficking for a just world where no one is left behind.”

1.2 COATNET (Christian Organizations Against Trafficking NETWORK)

COATNET (Christian Organizations Against Trafficking NETWORK) has been steadfastly addressing the issue of human trafficking since its establishment in 2001¹. The Network is dedicated to denouncing this reprehensible phenomenon and **actively engages in the defence, rescue, and support of those affected by trafficking or other forms of exploitation**. COATNET has focused on a comprehensive approach, addressing various facets of the issue throughout its operation. This includes:

- Provision of protection and support to people who experienced trafficking as they undergo the process of rebuilding their lives (the multifaceted support encompasses social, legal, health, accommodation, training, and employment assistance);
- Preventative initiatives targeting individuals at risk;
- Increasing public awareness;
- Advocacy efforts, working to influence policy and raise awareness at both the regional and international levels;
- Networking at regional and international levels, fostering collaboration with other entities to amplify its impact and contribute to the global fight against human trafficking.

At the networking level, with the active coordination of a Steering Committee comprising members from various continents, the undertaken activities by the members are outlined as follows:

¹ *COATNET 2010-2015 Strategic Plan, "Created in the image of God, treated like slaves".*

- Coordinating cross-border assistance, sharing information and lived experiences between COATNET members;
- Inviting other faith-based organisations with similar values and objectives to join the network;
- Promoting networking between associations and institutions at local, national, regional and international levels.

A Steering Committee actively coordinates COATNET with the support of an Advocacy Officer based at the Caritas Internationalis General Secretariat. The Steering Committee (listed in Appendix 2 at the end of this document) comprises ten active affiliates representing the regions where COATNET works proportionally.

COATNET has around 30 Member Organisations (MOs) operating in Africa, Asia, Europe, North America, and the MENA regions (listed in Appendix 1 at the end of this document). Its members are linked to major international networks that enrich and relay its work (Caritas, religious congregations, etc.). COATNET aims to add value to the actions of its affiliates and mobilise the potential and resources of churches and their organisations in the fight against human trafficking. Within its possibilities, each affiliate is responsible for contributing financial resources and undertaking fundraising activities for the network.

As part of their mission, COATNET members cooperate with faith-based organisations and Networks such as UISG (International Union of Superiors General), Talitha Kum, RENATE (Religious in Europe Networking Against Trafficking And Exploitation), WUCWO (World Union of Catholic Women's Organisations), USCCB (United States Conference of Catholic Bishops), Anglican Alliance, and the Sovereign Order of Malta, for an ecumenical approach in the fight against human trafficking.

Combating trafficking in human beings is relevant to the principle of human dignity, as well as the promotion and defence of human rights. All these elements are at the heart of the mission and work of COATNET members.

2. COATNET'S MISSION, VISION AND VALUES

Inside the COATNET strategic framework, faith-based members network to promote human dignity globally. Upholding values rooted in Christian principles (such as human life and dignity, solidarity, compassion, and integral human development), COATNET aims to eradicate trafficking through coordinated international efforts, advocacy, and active engagement with people who have experienced it. **This framework outlines COATNET MOs' collective vision of a world liberated from exploitation and their commitment to fostering *Authentic Development*² while prioritising the dignity and well-being of every individual.**

COATNET is a global collaborative platform of faith-based organisations combating human trafficking:

- **Overall Objective:** COATNET members promote sustainable, integral human development and care for the dignity of the human person.
- **Mission:** Our mission is to eradicate human trafficking and other forms of exploitation through international cooperation, networking, and advocacy, with a strong focus on protecting victims and empowering survivors.
- **Vision:** We envision a global community free from human trafficking.
- **Values:** COATNET members are guided by shared Christian values and principles, including respect for human dignity and life, solidarity, subsidiarity, and stewardship. These values underpin our actions and initiatives across the network.

3. OUR STRATEGIC OBJECTIVES 2024-2030

² [POPULORUM PROGRESSIO, ENCYCLICAL OF POPE PAUL VI ON THE DEVELOPMENT OF PEOPLES, MARCH 26, 1967](#)

COATNET's strategic objectives aim to reflect the priorities and activities of the **COATNET MOs working together** at local, national, regional, and global levels against human trafficking in all its forms (such as forced labour, domestic servitude, sexual exploitation, forced marriage, deception, forced criminality, modern slavery, supply chain, child soldiers, organ trafficking, taking advantage of vulnerability, and other forms of exploitation).

Our objectives are crafted to amplify the unique strengths and profound impact of each COATNET member, whether operating at parish, diocesan, or national levels. Central to our mission is promoting sustainable integral human development and care for the dignity of the human person.

Each member organisation within COATNET possesses its strategic objectives tailored to its specific local and national contexts, aligning with its capacity to prevent human trafficking and protect trafficked persons. Given COATNET's role as a global network, **our strategic objectives are inherently aspirational.** They represent our collective intent and shared commitments, providing a directional framework that can harmonise the efforts of member organisations and regions towards common goals.

COATNET members are committed to working together through sustainable and long-term partnerships and applying fraternal cooperation principles effectively.

Formulating the strategic objectives described in this document has been a participatory and collaborative endeavour. The COATNET Steering Committee has integrated diverse realities and priorities through an inclusive listening process that engages COATNET Working Groups.

COATNET's strategic objectives for 2024-2030 are structured into four strategic orientations. These pathways represent the collective priorities of COATNET MOs. They will direct their collaborative endeavours in the years ahead. The first three strategic objectives focus on operational initiatives within COATNET's core mission. At the same time, the fourth orientation aims to enhance the network's effectiveness and cohesion as a whole. These orientations will guide our strategic planning and ensure unified action towards our shared goals.

In the 1967 encyclical *Populorum Progressio*³, Pope Paul VI introduced the notion of integral development, emphasising that development should not be confined to economic growth alone. It must be comprehensive, enhancing the well-being of every individual and addressing all dimensions of human existence. This concept has evolved in subsequent papal teachings to define integral human development as encompassing all facets of life, including social, economic, political, cultural, ecological, and spiritual aspects. It underscores the dignity of the individual, equality among all people, and the collective good of the community for ***Authentic Development***:

«The development We speak of here cannot be restricted to economic growth alone. To be authentic, it must be well-rounded and foster the development of each man and the whole man. An eminent specialist on this question rightly said: "We cannot allow economics to be separated from human realities, nor development from the civilisation in which it takes place. What counts for us is man—each man, each human group, and humanity as a whole.»

4. CORE MISSION

4.1 SPECIFIC OBJECTIVE 1: COATNET members encourage participatory and evidence-based advocacy guided by the voices of those affected by trafficking or other forms of exploitation and serving professionals.

COATNET members are committed to eradicating human trafficking and promoting social and economic justice through participatory, evidence-based advocacy. By prioritising the voices of frontline professionals and those directly affected by trafficking, COATNET develops effective and responsive strategies to community needs. We aim to foster an economy that upholds human dignity, serves all members of society, and ensures that no one is left behind. Addressing specific community needs, we provide comprehensive and coordinated support to empower and journey with them.

³ [*POPULORUM PROGRESSIO, ENCYCLICAL OF POPE PAUL VI ON THE DEVELOPMENT OF PEOPLES, MARCH 26, 1967*](#)

Transforming unjust structures and promoting human dignity requires advocacy at every level from COATNET members and the communities they serve. We support collective actions that enable individuals to secure livelihoods and influence decisions that impact their lives. Guided by principles of integral human development, we advocate globally for universal access to essential social services and fundamental rights within a framework of effective governance and sustainable development. Our ecumenical approach and collaboration with the Holy See and Episcopal conferences enhance our efforts to combat human trafficking.

4.1.1 Outcomes and Activities Linked to Strategic Objective 1

Outcomes	Activities	Indicators	Sources of Verification	Assumptions
SO1.Outcome 1: COATNET members have increased capacity and are supported to undertake advocacy work to influence policies at all levels.	A.1 (SO1.O1): Organize and conduct advocacy training sessions at national and international levels, leveraging support from global institutions such as the UN, OSCE, the Council of Europe, and other regional bodies.	I.A.1 (SO1.O1): By mid-2026, successfully implement at least one advocacy training session at both international and national levels.	SV.A.1 (SO1.O1): Training Session Reports; Attendance Records; Certificates of Completion; Photographic and Video Evidence.	For A.1. (SO1.O1): Sufficient resources allocated for the training; Commitment from international institutions to support COATNET MOs; Active interest from COATNET MOs in participating in the training.
SO1.Outcome 2: Globally, decision-makers have been informed and guided by the voices of serving professionals and those affected by trafficking or other forms of exploitation.	A.1 (SO1.O2): Conduct action research on emerging trafficking trends and document COATNET members' initiatives to promote human dignity. A.2 (SO1.O2): Advocate for the prevention of human trafficking and the protection of trafficked individuals through a trauma-informed and survivor-centred approach at international forums, including UNODC in Vienna, Human Rights Council in Geneva, and other international institutions (ex. OSCE, ILO).	I.A.1 (SO1.O2): By July 2026, a comprehensive publication detailing a global approach to protection, prevention, and prosecution will be developed and published in collaboration with the COATNET Working Group on 'Advocacy and Awareness Raising,' 'Protection and Safeguarding,' and 'Survivor Advocates' to commemorate COATNET's 25th anniversary (2001-2026). I.A.2 (SO1.O2): Annually, COATNET members, under the coordination of the COATNET Steering Committee, will have actively contributed to UN advocacy efforts by delivering statements, organizing side events, sharing	SV.A.1 (SO1.O2): The action research report published by September 2026. SV.A.2 (SO1.O2): Official documentation, including statements, event programs, participant lists, and reports of side events and dialogues where COATNET members actively contribute.	For A.1 (SO1.O2): Sufficient resources allocated for the action research. For A.2 (SO1.O2): Active engagement and cooperation from like-minded stakeholders in COATNET's advocacy initiatives; The Political will and commitment of international stakeholders

		lived experiences for the UNODC World Day Against Trafficking in Persons (July 30th), participating in the UN constructive dialogues in Vienna to monitor the implementation of the Palermo Protocols, and contributing to the reports of the Special Rapporteur on trafficking in persons.		to use, adapt, or adopt research findings and recommendations.
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4.2 SPECIFIC OBJECTIVE 2: By amplifying the voices of faith-based organisations on human trafficking issues, COATNET members build awareness, mobilise and support local communities, and influence, challenge, and propose innovative solutions to decision-makers.

Central to COATNET's strategic plan is the robust amplification of faith-based organisations' voices in addressing human trafficking. COATNET members strategically aim to mobilise and empower local communities while influencing decision-makers by leveraging targeted communications and impactful awareness campaigns.

This concerted effort not only heightens critical awareness surrounding human trafficking but also nurtures meaningful dialogue within society. Moreover, it champions innovative solutions, establishing COATNET as a pioneering force in promoting human dignity through well-informed advocacy and highly effective communication strategies.

4.2.1 Outcomes and Activities Linked to Strategic Objective 2

Outcomes	Activities	Indicators	Sources of Verification	Assumptions
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<p>SO2.Outcome 1: COATNET members engage with other faith-based and civil society organisations to strengthen the impact of its global campaigns.</p>	<p>A.1 (SO2.O1): Offer coaching and mentoring to new COATNET members to optimise the impact of their initiatives.</p> <p>A.2 (SO2.O1): Invite faith-based organisations aligned with COATNET's mission, vision, and values to join the network.</p>	<p>I.A.1 (SO2.O1): COATNET 2025-2030 operational plan finalised by January 2025, ensuring alignment with strategic objectives.</p> <p>Indicator I.A.2 (SO2.O1): Compared to the baseline, achieve a 30% increase in COATNET membership by the end of 2027.</p>	<p>SV.A.1 (SO2.O1): The COATNET 2025-2030 operational plan is approved by the COATNET Steering Committee and Working Groups.</p> <p>SV.A.2 (SO2.O1): Membership records and registration data showing the number of new members joined.</p>	<p>For A.1 and A.2 (SO2.O1): faith-based and civil society organisations demonstrate willingness to support COATNET interventions; Adequate financial and human resources are available to support coaching and mentoring services.</p>
<p>SO2.Outcome 2: Shared lessons from COATNET members' experiences inform highly effective communication strategies and evidence-based advocacy for decision-makers at local, national, regional, and global levels.</p>	<p>A.1 (SO2.O2): Host online or in-person events to exchange lived experiences related to awareness-raising and advocacy initiatives against trafficking in persons.</p> <p>A.2 (SO2.O2): Develop a user-friendly platform for COATNET members and stakeholders to share knowledge, resources, and lived experiences on human trafficking data and new trends (e.g., newsletter, website, social media).</p>	<p>I.A.1 (SO2.O2): By July 2025, host an online or in-person event for MOs and key stakeholders to commemorate the 25th anniversary of the Palermo Protocols, with a target of achieving at least a 75% participant satisfaction rate, as measured by post-event surveys.</p> <p>I.A.2 (SO2.O2): As part of a digital strategy, the COATNET website will benefit from a complete overhaul and a new design in the fourth quarter of 2025. At the same time, a multi-channel communications plan will be rolled out to promote the launch and boost online visibility.</p>	<p>SV.A.1 (SO2.O2): Event agendas, participant lists, and recorded sessions; Summary and analysis of post-event survey results.</p> <p>SV.A.2 (SO2.O2): Project reports or status updates confirming the reactivation date and activities performed; digital copies of the quarterly newsletters.</p>	<p>For A.1 and A.2 (SO2.O2): All COATNET members have robust internet connectivity and the capacity to use online services.</p>
<p>SO2.Outcome 3: COATNET members read the signs of the time and actively campaign for urgent, long-term and emerging challenges related to human trafficking.</p>	<p>A.1 (SO2.O3): Coordinate and manage online campaigns, joint actions, and events to raise global awareness for promoting human dignity and preventing trafficking in persons. These initiatives will specifically target the UN's World Day Against Trafficking in Persons (July 30th) and the International Day of Prayer and Awareness Against Human Trafficking</p>	<p>I.A.1 (SO2.O3): One annual awareness event from 2025 to 2030 on the UN's World Day Against Trafficking in Persons (July 30th) and the International Day of Prayer and Awareness Against Human Trafficking (February 8th).</p>	<p>SV.A.1 (SO2.O3): Documentation of event plans; promotional materials.</p>	<p>For A.1 (SO2.O3): Sufficient financial resources are available to support the awareness events; COATNET members are willing to participate in the awareness initiatives.</p>

	(IDPAAHT), St. Josephine Bakhita Day on February 8th.			
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4.3 SPECIFIC OBJECTIVE 3: COATNET enhances local capacities and leadership of its member organisations to strengthen coordinated protection of trafficked persons at all levels.

COATNET, a collective effort of dedicated members, aims to strengthen inter-agency collaboration to disrupt human trafficking networks effectively. By leveraging each entity's unique strengths, we seek to create a resilient, coordinated front against trafficking. Our members, the backbone of our mission, provide safe, dignified, and rapid responses to crises, focusing on minimising the impact on trafficked individuals through comprehensive support and enhancing community resilience.

We emphasise the 'triple nexus' approach, integrating development, peacebuilding, and humanitarian efforts to address vulnerabilities. COATNET is dedicated to building a robust network based on common standards. Our commitment to sustainability, compassion, and professional collaboration across diverse cultures underscores our mission. We value and respect the diversity of our partners and prioritise training in Core Humanitarian Standards⁴ and a victim-centred approach⁵, embedding critical safeguarding processes throughout our network.

Through innovative partnerships, cutting-edge technology, and a shared vision, COATNET is committed to leading the charge against human trafficking. By enhancing inter-agency collaboration and upholding these principles, COATNET not only strives to respond to human trafficking crises effectively but also aims to create a sustainable framework that prevents exploitation. This holistic approach ensures that our efforts are comprehensive and compassionate, and can make a lasting impact on the lives of those affected.

⁴ *The Core Humanitarian Standard on Quality and Accountability, UNHCR, 2024 Edition*

⁵ *Policy on a victim-centred approach, UNHCR, 2020*

4.3.1 Outcomes and Activities Linked to Strategic Objective 3

Outcome	Activities	Indicators	Sources of Verification	Assumptions
<p>SO3.Outcome 1: Where appropriate to their context, COATNET members adopt a more regionalised and international approach to protecting trafficked persons, their families, and vulnerable communities.</p>	<p>A.1 (SO3.O1): Empower COATNET members to lead in delivering rapid, high-quality emergency responses for trafficked individuals. Ensure adherence to Core Humanitarian Standards and foster collaboration with COATNET members and other relevant agencies to maximise resource efficiency and effectiveness.</p> <p>A.2 (SO3.O1): Coordinate protection efforts across all local, national, regional, and global levels. Ensure seamless collaboration with COATNET members, government entities, local authorities, and key actors, including UN agencies.</p> <p>A.3 (SO3.O1): Engage actively in protection coordination platforms and programs at all levels, contributing to initiatives such as humanitarian corridors and voluntary repatriation efforts, enhancing our impact through collective action.</p>	<p>I.A.1 (SO3.O1): By mid-2026, conduct a comprehensive training session to equip COATNET members with the skills and resources to provide rapid, high-quality emergency responses, adhering to Core Humanitarian Standards.</p> <p>I.A.2 (SO3.O1): By mid-2027, establish and implement a coordinated protection strategy involving COATNET members, government entities, local authorities, and UN agencies across local, national, regional, and global levels.</p> <p>I.A.3 (SO3.O1): By end-2027, actively participate in and contribute to at least three global protection coordination platforms or programs.</p>	<p>SV.A.1 (SO3.O1): Training attendance records, training materials and curricula, participant feedback forms, and post-training evaluation reports assessing the effectiveness and impact of the training sessions on emergency response capabilities.</p> <p>SV.A.2 (SO3.O1): Minutes from coordination meetings; COATNET's reports; Memorandums of Understanding (MOUs) signed among COATNET Members.</p> <p>SV.A.3 (SO3.O1): Documentation of participation in global coordination meetings.</p>	<p>For A.1.1, A.1.2, and A.1.3 (SO3.O1): COATNET members have embedded a culture of safeguarding across all network levels, as evidenced by robust systems and processes and staff's demonstrated awareness and commitment.</p>
<p>SO3.Outcome 2: COATNET Members adopt sustainable local measures and approaches that strengthen human trafficking resilience. This leads to adaptive and integrated responses linking the protection, reintegration and social inclusion of trafficked persons and their families.</p>	<p>A.1 (SO3.O2): Ensure COATNET members have access to the financial, human, and technical resources to implement effective and appropriate responses to protect trafficked persons.</p> <p>A.2 (SO3.O2): Provide comprehensive training and resources to COATNET members to ensure the implementation of safe and dignified humanitarian actions to protect and support trafficked persons, their families, and vulnerable communities, involving survivors whenever possible.</p>	<p>I.A.1 (SO3.O2): By mid-2026, one workshop dedicated to equipping COATNET members with strategies to access financial, human, and technical resources necessary for implementing effective responses in protecting trafficked persons will be implemented.</p> <p>I.A.2 (SO3.O2): A workshop conducted by mid-2028 focused on coordinating responses to trafficked persons, their families, and vulnerable communities across all stages and levels.</p>	<p>SV.A.1 (SO3.O2): The workshop agenda, attendance records, and participant feedback forms.</p> <p>SV.A.2 (SO3.O2): The workshop agenda, attendance records, and participant feedback forms.</p>	<p>For A.1.1 and A.1.2 (SO3.O2): COATNET members are dedicated to strengthening accountability and transparency through consistent, transparent communication and regular internal and external reporting on safeguarding practices.</p>

<p>SO3.Outcome 3: COATNET's advocacy addresses decision-makers at all levels and includes speaking out on the underlying causes of human trafficking. It is evidence-based and is informed by lessons from COATNET members' experiences.</p>	<p>A.1 (SO3.O3): Facilitate the sharing and valuing of lived experiences to enhance peer learning within and outside COATNET through various platforms, including digital tools, online initiatives, and in-person events.</p> <p>A.2 (SO3.O3): Building a culture of accountability and constructive/proactive collaboration (to uphold our commitment to safeguarding).</p>	<p>I.A.1 (SO3.O3): By the end of 2028, a comprehensive resource database with lived experiences and new research publications will be established, along with weekly/monthly communication channels among COATNET members and visual materials, online training modules, and other informational resources for distribution to members and broader audiences.</p> <p>I.A.2 (SO3.O3): By mid-2030, ensure that COATNET members have incorporated comprehensive safeguarding measures into their operational standards and practices with service providers.</p>	<p>SV.A.1 (SO3.O3): Documentation confirming the establishment of the resource database, including lists of resources added (lived experiences, research publications, etc.).</p> <p>SV.A.2 (SO3.O3): Updated operational standards and protocols that explicitly include safeguarding measures; Documented agreements or contracts with service providers that incorporate safeguarding requirements.</p>	<p>For A.1.1 and A.1.2 (SO3.O3): COATNET members are committed to Core Humanitarian standards and a victim-centred approach, including quality support to victims and survivors of sexual exploitation, abuse, and harassment and timely investigations and sanctions.</p>
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5. ENABLING ORIENTATION

5.1 SPECIFIC OBJECTIVE 4: We journey together with people who have experienced trafficking, bearing witness to their central role within the Church and society to promote prevention, prioritise protection, and reinforce prosecution at all levels.

COATNET aims to create an international network empowering trafficked persons with solid representation and leadership opportunities. COATNET members acknowledge trafficked persons' challenges in their recovery and reintegration into society.

COATNET aims to provide a platform where Survivor Advocates can share their expertise from experience and advocate for systemic change. Our members partner with local and global organisations to enhance our outreach and impact.

Through comprehensive training programs, we equip trafficked persons with the skills and confidence to take on leadership roles. COATNET Members also facilitate access to legal support, mental health services, and economic opportunities, ensuring a holistic approach to empowerment.

By fostering a community of support and solidarity, we strive to amplify the voices of those affected by trafficking and drive meaningful policy reforms. COATNET is committed to creating sustainable solutions that address the root causes of human trafficking and promote long-term recovery and independence for and with trafficked persons.

5.1.1 Outcomes and Activities Linked to Strategic Objective 4

Outcomes	Activities	Indicators	Sources of Verification	Assumptions
<p>SO4.Outcome 1: We promote leadership and participation of trafficked persons across COATNET's initiatives, measuring and communicating our progress.</p>	<p>A.1 (SO4.O1): Actively dialoguing with the broader Church about Survivor Advocates' leadership benefits.</p> <p>A.2 (SO4.O1): Incorporate a framework within COATNET's initiatives that values and respects the perspectives, contributions, experiences, and competence of trafficked persons. Uphold their dignity and rights by adopting a trauma-informed approach, respecting their autonomy to share or decline to share their stories, and, whenever feasible, addressing financial compensation for their contributions.</p>	<p>I.A.1 (SO4.O1): By July 2026, a comprehensive publication detailing a global approach to protection, prevention, and prosecution will be developed and published in collaboration with the COATNET Working Group on 'Advocacy and Awareness Raising,' 'Protection and Safeguarding,' and 'Survivor Advocates' to commemorate COATNET's 25th anniversary (2001-2026), along with a policy to guide survivor engagement.</p> <p>I.A.2 (SO4.O1):</p> <ul style="list-style-type: none"> • From 2025 to 2030, an annual one-day campaign led by active COATNET survivors featuring comprehensive materials, presentations, and accompanying events. • The next Biennial Affiliates Meeting (BiAM) will emphasise survivor engagement, aligning with COATNET's 25th-year commemoration. 	<p>SV.A.1 (SO4.O1): Published policy document on survivor engagement, including its dissemination among COATNET members and stakeholders.</p> <p>SV.A.2 (SO4.O1):</p> <ul style="list-style-type: none"> • Annual campaign agendas, materials, and event summaries from 2025 to 2030. • BiAM agendas, presentations, and post-event reports. 	<p>For A.1 and A.2 (SO4.O1): Barriers to trafficked persons' participation and leadership are identified and addressed, creating an enabling environment where people can flourish and contribute actively to shaping COATNET's collective mission.</p>
<p>SO4.Outcome 2: We encourage and empower trafficked persons to participate fully in the mission and development of COATNET and support our members by giving space to and engaging them effectively and meaningfully.</p>	<p>A.1 (SO4.O2): Provide training to COATNET MOs on advocating through a trauma-informed approach, aiming to strengthen efforts in Prevention, Protection, and Prosecution against human trafficking.</p> <p>A.2 (SO4.O2): Facilitate mutual learning among COATNET members and our communities by exchanging lived experiences and valuable resources.</p> <p>A.3 (SO4.O2): Engage in advocacy efforts through a trauma-informed approach to enhance Prevention, Protection, and Prosecution initiatives within COATNET's framework.</p>	<p>I.A.1 (SO4.O2): One training session will be conducted by mid-2026 to equip COATNET MOs with the skills to advocate effectively through a trauma-informed approach.</p> <p>I.A.2 (SO4.O2): By the end of 2028, a comprehensive resource database with lived experiences and new research publications will be established, along with weekly/monthly communication channels among COATNET members and visual materials, online training modules, and other informational resources for distribution to members and broader audiences.</p> <p>I.A.3 (SO4.O2): By the end of 2030, a high-quality visual aid (such as a movie focusing on international trafficking,</p>	<p>SV.A.1 (SO4.O2): Training agenda, attendance records, and participant feedback forms from the session conducted by mid-2025.</p> <p>SV.A.2 (SO4.O2): Documentation confirming the establishment of the resource database, including lists of resources added (lived experiences, research publications, etc.).</p>	<p>For A.1, A.2 and A.3 (SO4.O2): The COATNET 'Survivor Advocates' Working Group allocates sufficient time and effectively fundraises to implement activities as planned.</p>

		highlighting themes of protection and the survivor experience) will be developed.	SV.A.3 (SO4.02): Documentation outlining the development process of the high-quality visual aid, such as project plans, timelines, and production schedules.	
SO4.Outcome 3: Trafficked persons have strong and valued representation in decision-making processes, including governance structures and leadership positions, and help shape the mission and priorities of the COATNET.	<p>A.1 (SO4.03): COATNET members systematically listen to people who have experienced trafficking, encouraging active participation in designing and implementing programmes that impact their communities and promoting local leadership.</p> <p>A.2 (SO4.03): Developing and fostering a growth path (professional development and spiritual formation) to prepare trafficked persons to assume organisational leadership thanks to their experience and expertise.</p>	<p>I.A.1 (SO4.03): By mid-2026, survivor advocates' participation in COATNET initiatives will increase by 50% compared to the baseline.</p> <p>I.A.2 (SO4.03):</p> <ul style="list-style-type: none"> • two survivor internship exchanges (including capacity building trainings before the start of the internship) with volunteer partners by mid-2028; • a survivor network at regional and international levels to enhance communication and collaboration among members established by the same deadline. 	<p>SV.A.1 (SO4.03): Surveys or feedback forms from trafficked persons regarding their participation and experiences within COATNET initiatives; Quarterly or annual reports documenting progress towards the 50% increase target and detailing strategies implemented to enhance their participation.</p> <p>SV.A.2 (SO4.03): Agreements or contracts detailing survivor internship exchanges with volunteer partners, including participant profiles and internship evaluation reports; Feedback from survivors and volunteer partners regarding their experiences and the impact of the internship exchanges on their professional development and collaboration within COATNET; Reports or presentations outlining the communication and</p>	For A.1 and A.2 (SO4.03): COATNET members are safe, trusted, and accountable partners of choice for the communities and trafficked persons they work with.

			collaboration facilitated by the survivor networks.	
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6. CONCLUSION

The COATNET 2024-2030 Strategic Framework, a testament to the principles of integral human development championed by Pope Francis in his encyclicals *Laudato Si'* and *Fratelli Tutti*, is not just a blueprint for global collaboration. It is a call to action for COATNET affiliates, whose unwavering commitment to addressing the profound challenges posed by human trafficking with compassion and solidarity is the driving force behind this framework. This Strategic Framework will guide our collective efforts in combating trafficking and journeying with people who experienced trafficking in the years ahead.

At its core, this framework acknowledges and centres the voices of those impacted by trafficking, reaffirming our dedication to restoring their dignity and ensuring their experiences shape our mission. As we approach COATNET's 25th anniversary in 2026, our commitment to integral human development remains steadfast and invigorated, a testament to our enduring dedication and the impact we strive to make.

As Pope Francis reminds us:

«Today we have a new vocation, that of educating for love, where everyone is important, where everyone is necessary.»

(Fratelli Tutti, paragraph 187)

This quote underscores the imperative of recognising the inherent worth of every individual, especially those affected by trafficking. It calls us to embrace inclusive and compassionate actions that promote comprehensive human flourishing—embracing physical, emotional, social, and spiritual well-being. This resonates deeply with COATNET's mission and inspires us to continue advancing interconnectedness, solidarity, and the pursuit of the common good in our collective fight against human trafficking.

Let us draw strength from Pope Francis's vision of integral human development. Together, with resolve and empathy, we will advance our mission to safeguard human dignity and well-being worldwide.

7. Appendix 1 - COATNET'S MEMBER ORGANISATIONS (MOs)

COATNET AFFILIATES						
No	Organization	Focal point	Position	Email	Website	
Africa						
1	HAART (Awareness raising against trafficking in Kenya)	Mr. Radoslaw MALINOWSKI	Director	rm@haartkenya.org	https://haartkenya.org/	
1	Caritas Malawi	Ms. Chimwemwe Nyambose NDHLOVU	Secretary General	chimwemwenkosi@gmail.com	https://caritas-africa.org/en/cadecom-caritas-malawi/	
1	Caritas Nigeria	Ms. Nkese Maria UDONGWO	Oversee Anti-Human Trafficking Programmes	nudongwo@ccfng.org	https://www.caritasnigeria.org/	
1	Caritas Rwanda	Ms. Bellancille MUKAMUSIGALI	Head of Anti-trafficking and Migration Sector	bmukamusigali@caritasrwanda.org	https://caritasrwanda.org/	

	1	Caritas Ghana	Mr. Emmanuel Anyorikya	Snr. Project Manager	eawinegh@gmail.com	https://caritas-ghana.org/
SUBTOTAL	5					
North and South America						
	1	USCCB - United States Conference of Catholic Bishops	Ms. Felicitas BRUGO ONETTI	Anti-Trafficking Education and Outreach Coordinator	FOnetti@uscgb.org	https://www.usccb.org/
SUBTOTAL	1					
Asia						
	1	Caritas Myanmar	Ms. Mary KHIN	Program Manager - Protection sector	marykhin@gmail.com	https://kmss-caritasmyanmar.org/
	1	Caritas Nepal	Ms. Sylvia RAI	Coordinator	sylvia@caritas.org.np	https://www.caritasnepal.org/
	1	Caritas Cambodia	Ms. Tek SOPHEAK	Director and Gender Desk and Anti-Trafficking Manager	gaat@caritascambodia.org	https://caritascambodia.org/
	1	Caritas Bangladesh	Mr. Inmanuel Chayan Biswas	Program Officer - Disaster Management (DM)	inmanuel_chayan@caritasbd.org	https://caritasbd.org/
	1	Caritas India	Fr. Jolly Lukose	Executive Director – Caritas India	jolly@caritasindia.org	https://www.caritasindia.org/
SUBTOTAL	5					
Europe						
	1	Caritas Albania	Ms. Ariela MITRI	Head of Anti-trafficking and Migration Sector	a.mitri@caritalbania.org; arielamitri3@gmail.com	https://caritalbania.org/
	1	Armenian Caritas	Mr. Movses HAKOBYAN	Anti-Trafficking Project Manager	m.hakobyan@caritas.am	https://caritas.am/
	1	Caritas Germany	Ms. Corinna HOHN	Social Worker - Essen	nachtfalter@cse.ruhr	https://www.caritas-germany.org/

1	Caritas Kosovo	Mr. Jakup SABEDINI	Director	jakup.sabedini@caritaskosova.org	https://www.caritaskosova.org/
1	Caritas Slovakia	Ms. Anna BARTOSOVA	Project Coordinator	bartosova@charita.sk	https://www.charita.sk/caritas-slovakia/
1	Caritas Spain	Ms. Noelia PABLO	Women, Prostitution and Trafficking Programme	ndepablo.ssgg@caritas.es	https://www.caritas.es/
1	Caritas Sweden	Mr. George JOSEPH	Responsible for migration and anti-trafficking	gjoseph@caritas.se	https://www.caritas.es/
1	Caritas Ukraine	Ms. Natalia HOLYNSKA	National Project manager of antitrafficking program	nholynska@caritas-ua.org ; nholynska@caritas.ua	https://caritas.ua/
1	Catholic Action Romania	Ms. Codruta FERNEA	President	codrutafernea@gmail.com	https://www.catholicactionforum.org/member_countries/romania/
1	Mary Ward Loreto Foundation, Albania	Ms. Irena KRAJA	Anti-trafficking Program Leader	irena.kraja@marywardloreto.org	https://marywardloreto.org/
1	RENATE - Religious in Europe Networking against Trafficking And Exploitation	Anne KELLEHER	RENATE Communications	akelleher61@gmail.com	https://renate-europe.net/
1	Secours Catholique - Caritas France	Ms. Geneviève COLAS	Coordinator of the Collective "Ensemble contre la traite des êtres humains"	genevieve.colas@secours-catholique.org	https://www.secours-catholique.org/
1	Trócaire	Ms. Margaret ROONEY	Head of Safeguarding	margaret.rooney@trocaire.org	https://www.trocaire.org/

					re.org	
	1	Caritas Norway	Mr. Fernando Baez	Senior Advisor - Department of National Labor and Migration	fernando.baez@caritas.no	https://www.ersonetwork.org/caritas-norway
SUBTOTAL	14					
MONA						
	1	Caritas Lebanon	Ms. Hessen SAYAH	Director Migrant Center	hessen.sayah@caritas.org.lb	https://caritas.org.lb/
SUBTOTAL	1					
Oceania						
SUBTOTAL	0					
Global Networks						
	1	Caritas Internationalis	Ms. Elena Sofia FANCIULLI	Assistant to COATNET	fanciulli.es@gmail.com	https://www.caritas.org/
	1	Religious Sisters of Charity	Ms. Kathleen BRYANT	Int. Coordinator for Congregational Trafficking in Persons Initiative	kbryt@aol.com	https://rsc Caritas.com/
	1	Sovereign Order of Malta	Mr. Michel VEUTHEY	Ambassador of the Sovereign Order of Malta to Monitor and Combat Trafficking in Persons	m.veuthey@orderofmalta.int	https://l.ntdtv.fr/AdLaudatoSi
	1	WUCWO	Ms. Lavinia ROCCHI CARRERA	WUCWO - UMOFC	info@wucwo.org	https://www.wucwo.org/index.php/en/
SUBTOTAL	4					

8. Appendix 2 - COATNET'S STEERING COMMITTEE

The transition of network coordination from Caritas Internationalis to the Steering Committee, aiming to establish the latter as an engaged governing entity of COATNET, was solidified during the last Biennial Affiliates Meeting (BiAM) held in Bangkok from March 4 to 8, 2024.

The Steering Committee for the 2024-2026 term, with its active and valued members listed in the table below, will oversee COATNET's activities for the next two years. Ms Elena Sofia Fanciulli, Advocacy Officer at Caritas Internationalis, will facilitate coordination efforts for the COATNET Steering Committee.

COATNET STEERING COMMITTEE 2024-2026					
	N.	Organisations	Focal Point	Position	Email Address
	AFRICA				
	1	HAART Kenya	Dr. Radoslaw Malinowski	Founder and CEO	info@haartkenya.org
	1	Caritas Rwanda	Ms. Bellancille Mukamusigali	Human Resource Manager and COATNET focal person	bmukamusigali@caritasrwanda.org ; info@caritasrwanda.org
	1	Caritas Nigeria	Ms. Nkese Maria Udongwo	Director, Humanitarian Services	Nudongwo@ccfng.org
SUBT.	3				
	ASIA				
	1	Caritas Myanmar	Ms. Mary Khin	Program Manager	marykhin@kmss.org.mm
	1	Caritas Nepal	Ms. Sylvia Rai	Program Manager	sylvia@caritas.org.np
SUBT.	2				

EUROPE				
	1	Caritas Albania	Ms. Ariela Mitri	Director / Head of Department AHT a.mitri@caritasalbania.org
	1	Caritas France - Secours Catholique	Ms. Geneviève Colas	Coordinator of the Collective "Together against human trafficking" genevieve.colas@secours-catholique.org
	1	Caritas Ukraine	Ms. Natalia Holynska	Project Manager nholynska@caritas.ua
SUBT.	3			
MENA				
	1	Caritas Lebanon	Ms. Hessen Sayah	Director Migrant Center hessen.sayah@caritas.org.lb
SUBT.	1			
GLOBAL				
	1	Caritas Internationalis	Ms. Elena Sofia Fanciulli	Advocacy Officer Fanciulli@caritas.va
SUBT.	1			
TOTAL	10			

This document was compiled by Ms. Elena Sofia Fanciulli, Advocacy Officer at Caritas Internationalis, with the valuable contribution of the COATNET Steering Committee and Working Groups. For those seeking further information or wishing to join the network, please email fanciulli@caritas.va

Vatican City, November 14th 2024