

## **Human Trafficking in Greece: Revisiting its Management Policies through the Implementation of Project-Oriented Organizational Structures**

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### **Abstract**

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The conception of the main subject of the research lies in the authors' interest in human trafficking as a social issue. The paper presents the theoretical context based on a review of the literature along with research results on existing information regarding the phenomenon of trafficking in Greece. Conclusions are drawn by reviewing the policies that deal with trafficking; at the same time the practices implemented in Greece in order to address it are analyzed by concentrating and focusing primarily on the implementation of project-oriented organizational structures and strategic processes, as imperative choices-prerequisites in addressing this major social problem.

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**Keywords:** Trafficking, Greece, policy management, was combating practices, project-oriented organizational structures.

### **1. Introduction**

Trafficking is defined, by many experts, as modern slavery. It impacts hundreds of thousands of people worldwide and is considered a crime that violates the human rights of women and children, groups vulnerable to this phenomenon, by forcing them not only into sexual exploitation/prostitution, but also into a worse form of exploitation, especially in the case of children, involving slavery, baby trade and the removal/trade of organs (Human Trafficking – Trafficking, 2012).

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It is considered a lucrative form of organized crime and is a phenomenon that is augmenting tremendously and developing faster than any other form of trade (Hodge, 2008; Kortla, 2010).

Trafficking is not limited to certain countries, but is a worldwide phenomenon affecting the countries of origin, transit and destination (Emke-Poulopoulou, 2001). The statistical data presented by the European Commission are indicative; from 2010 to 2012 more than 30,000 people were victims of trafficking in the EU countries. More specifically, according to recent data of the Commission, the authorities of member states recorded 30,126 trafficking victims of which the largest percentages was women, about 20% were men and 16% were children. The same authority reports that the majority of victims of sexual exploitation were women (96%), while the victims of labour trafficking were mostly men (71%). Furthermore, there were at least 1,000 recorded cases of child sexual exploitation. Out of the total number of recorded trafficking victims 65% were EU citizens (Trafficking in Human Beings, 2014, pp. 10-11).

The successful fight against trafficking requires political will and cooperation across the board: at the points of origin, transit and destination. A large number of international bodies have been instituted for this purpose. The protocol established for trafficking gives international law the power to demand that nations include the international bodies combating this type of crime in their own practices. The said bodies also provide a framework for countries willing to cooperate with each other to combat human trafficking and to protect victims from being victimized again on similar occasions (Friesendorf, 2009, p. 26-27).

## **1. The Phenomenon Of Trafficking In Greece**

### **1.1. The definition of trafficking in its global dimension**

The term "trafficking" is an English-language term that has become prevalent and established, within the European Union and internationally, to describe the social phenomenon of transnational trade in people. Etymologically it derives from the word "traffic" i.e. the process of movement, while metaphorically we mean the illegal transportation/trading in people between countries (Laggaris, 2008).

From the "Protocol of the United Nations to Prevent, Suppress and Punish Trafficking in Persons for the Purpose of Sexual and Financial Exploitation, Especially Women and Children" comes the international definition of trafficking which is connected to the recruitment, transportation, transfer, harbouring or receipt of persons.

*“Trafficking in persons” shall mean the recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal of organs (UN Office of the High Commissioner for Human Rights, 2000).*

This definition is internationally known as the “Palermo Protocol” (2000) or “Trafficking Protocol” (Vartelatou, 2013, p.1).

## **1.2. The phenomenon of trafficking in Greece**

Greece’s geographical position renders it the crossroads between East and West, and additionally its status as a member of the European Union contribute significantly to its being a country/route for trafficking (Law 4198/2013). Two important trafficking routes have been identified to pass through Greece in order to reach the European Union. The first route is in the Balkans; victims are transported via Slovenia, Hungary, Greece and Italy and are subsequently distributed in other countries of the European Union. The second route, the Eastern Mediterranean route, passes through Turkey, Bulgaria, Romania and Greece (Papanikolaou, 2008; Konrad, 2002; Jeong-Yeoul, 2010).

The process of transnational human trafficking is organized and consists of three stages. The first stage includes the recruitment of these persons primarily through deception and exploitation of their financial hardship, hence rendering them vulnerable and leaving them at the mercy of traffickers. The second stage includes the transportation from the countries of origin, often through transit countries, until they reach the country of destination. The third stage includes the commercialization of the victims who beyond the exploitation (financial, sexual, social exclusion) they are subjected to primarily in the country of destination, face every other form of psychological, physical and mental abuse. The abuse is effected by intimidation, use of force, confiscation of personal and travel documents, extortion, withholding of food and inhumane living conditions for the purpose of making them completely dependent on the trafficker (Lazos, 2002, p.127).

In Greece, even though trafficking is primarily connected to the exploitation of the victims through prostitution, lately, law enforcement authorities have uncovered several different cases of trafficking, such as of minors and babies for various purposes.

According to records, trafficking related to the baby trade has also been marked by great increase which yields huge profits for the traffickers, as the demand for adoptions has increased. The "surrogate mothers" entangled in trafficking usually come from Greece's neighbouring countries (Albania, Bulgaria, Romania) and are paid €1,500-3,000. The cost for the couples interested in adopting rises to €10,000-20,000 (Laggaris, 2008).

Other than the adults forced into these types of servile dependence, lately the influx of large numbers of unaccompanied alien minors for the same purpose has reached great proportions. Child victims are trafficked illegally to our country and are subjected to every form of exploitation being powerless, because of their age, and incapable of reacting. They are forwarded to the sex industry, begging (the so called "traffic light children"), other petty jobs, used as drug mules, but also for organ trade. The outcome of such living conditions is obvious in regard to their mental health, their physical and emotional integrity. In their everyday struggle to survive while living together with the adult "slave traders" their future is usually predetermined, ominous and many times has a gruesome ending (Koffas, 2011, p.8).

### 2.3 The causes and extent of trafficking in Greece

The causes of trafficking are made clear/interpreted by the tragic customs prevalent in the countries of origin, the organized activity of criminal groups, but also by a number of socioeconomic factors as described below.

- International activity of criminal organizations

According to data of law enforcement agencies, it seems that large international networks operate in Greece; they are well organized enterprises in the industry of transnational trafficking, which are often "untouchable", being considerably affluent in the countries of origin, transit and final destination (Hellenic Police, 2005, pp.10-14).

In human trafficking, various criminal rings work in tandem. Individuals or groups are assigned the responsibility for the various stages of trafficking, such as the method of transportation, control, manipulation, prostitution, corruption of state employees. Local networks of middlemen, who work alongside the traffickers, are put in charge to find ways to transport, escort and house these people. Many businesses and offices, which operate within the law, are in practice cooperating with trafficking rings. Such businesses may be travel, employment, model, marriage agencies or such like (Desfinitou, 1999, pp.9-10).

- Gaps/variances in the development of countries, economic and social inadequacies.

Wealth variances between the origin and final destination country are often the root of evil of the immigration flow that gets entangled in trafficking. Forced prostitution is the outcome of lack of financial and social participation, financial degradation which expropriates women's employment through extremely fast urbanization and immigration processes resulting in underdevelopment and unemployment (Emke-Poulopoulou, 2001, p.13).

- Poverty

Women caught in trafficking rings come from poorer social strata and families with troubled social and psychological backgrounds. Their deception by false promises of improved, mainly financial, living standards, is their primary motive in the decision to follow the traffickers and make their dream come true in Greece or some other country that is presented as an unexpected opportunity(Emke-Poulopoulou,2001, p.161).

- Major geopolitical events

Disputes or conflicts, wars, oppressive political power, corruption of the legal or social infrastructures, political, ethnic, religious conflicts and natural disasters have contributed to the phenomenon to which many women and children are vulnerable in many countries (Emke-Poulopoulou,2001; Beare, 1997, pp.21-22)

- Various causes of cultural nature

Exceedingly limited opportunities for education and marginalization affect many women turning them into easy targets. Cultural behaviours also play an important role in the "welfare" of the sex industry. Many societies still treat women and children as second class citizens or even as lesser beings who do not deserve the same rights and liberties. Discriminatory behaviours and patriarchal perspectives intensify the belief that a fundamental reason behind this behaviour is the conviction that the female should provide satisfaction to the male, mainly sexual. Sexism and gender roles are instilled from childhood and, in some countries, they are intensified by local traditions and dogmata (Emke-Poulopoulou,2001; Beare, 1997, p.21 in Williams, 1999, pp.4-5).

- Obsolete legislation

The position of the courts is often dire since legislation is obsolete and passing sentences commensurate to the crime is difficult. The credibility of witnesses is questioned, the clients are not present and, in most cases, the victims have been deported or are not present in court due to intimidation, illegal entry to the country, threats, inadequate knowledge of the language etc. (Tamihtsis, 2008, p.10).

- Geographical position of Greece

Greece is a crossroads between East and West and its status as a member of the European Union contribute significantly to its being a country/route of immigration flow and at the same time trafficking. According to data of the Ministry of Public Order, the majority (80%) of human trafficking involves foreign women and mostly for sexual exploitation purposes. The Ministry estimates that the Greek clients amount to the number of 1.7 million and have disposed the remarkable sum of 6 billion Euros to purchase the compelled services of women and children prostitutes (Xiggaki & Samandoura, 2013, pp.33-35; Vartelatou, 2013).

## 2.4 Practices for combating trafficking in Greece

The practices to combat trafficking in Greece include the implementation of information and sensitization programmes, especially for the relevant agencies and personnel. Indicative actions and agencies involved in this effort are mentioned below:

- National Action Plan ILAIRA: Efforts to improve border and trans-border police cooperation at a bilateral and multilateral level (Ministry of Public Order and Citizen Protection, 2014).
- Project HERA: Best possible cooperation between the judicial authorities and state agencies of the relevant countries (European Public Law Organization, 2014).
- Project of the International Development Cooperation Service of the Ministry of Foreign Affairs and the General Secretariat for Gender Equality: It includes a number of social actions geared towards the improvement and evolution of structures that are active in the fight against the illegal trade of women (Ministry of Foreign Affairs, 2015).
- General Secretariat for Gender Equality: In the context of the project "Development of Methodologies and Tools for the Integration Monitoring and Control of the Extent of Gender Mainstreaming in all State Policies" for the purpose of integrating gender equality more effectively in the policies (gender mainstreaming) of the Central Administration, as well as of the Regional and Local Administration (Agoritsa, Germotsi et al., 2011).

- Greek Network of the World Women's March with activities that include the production and distribution of information leaflets in various languages, for the purpose of providing help to women whose countries are, to a large extent, countries of origin of trafficking victims (Touloumi, 2015).
- Legislative context – European Union directives on the necessary adjustments to legislation at the European level in order to deal with human trafficking (Law 4198/2013; Law 4216/2013).

## **2. Methodological – Research Approach To Trafficking In Greece**

### **2.1. Research methodology**

The methodology used in the current research was selected in order to obtain information and draw conclusions on the phenomenon of trafficking in Greece. Thus, the relevant management policies and practices implemented through project-oriented organizational and operational strategies and operational tactics were reviewed in order to combat this social problem more effectively.

In order to collect the research data and to elicit information, communication with individuals directly or indirectly involved in this social phenomenon was deemed necessary. Essential tools in gathering the data were personal interviews and data collected through a specially designed questionnaire, available both in hard copy and electronic form (the electronic questionnaire was accessible at Google Drive).

The questionnaire had four parts. The first part was designed to gather the demographic data of the interviewees. The second part investigated the extent of the trafficking phenomenon. The third part examined the management of trafficking and, finally, the fourth part investigated practices to combat the phenomenon. Parts two to four of the questionnaire were designed in such a way as to elicit data related to combating this major phenomenon in Greece, through its social, educational, financial, political and legal dimensions. Each part was examined on the basis of five variables: social, financial, educational, political and legal. Each dimension had four questions. As the research is extensive, the current article, due to space constraints as well, places greater emphasis on the presentation of the social dimension.

For the current research closed questions were designed, which would provide answers while narrowing down their field and, additionally, would help the researcher in analyzing the data more easily (Patton, 1990). More specifically, the questionnaire included scaled evaluation questions (using the 5-point Likert scale). Reliability was tested using Cronbach's alpha coefficient (where  $\alpha > 0.700$ ) (Bishop, Finberg & Holland, 2007; Hair et al, 2010).

The questions were studied in three phases. In the first phase the basic location and distribution measures were calculated for each question (min-max, mean value and standard deviation). A scale of 1-5 was used for each research question, where 1 indicates "not at all", 2 "a little", 3 "moderately", 4 "quite a bit" and 5 "considerably". The sample's demographic characteristics constitute important variables for a more thorough evaluation of the results. Therefore, in the second phase, we chose to examine the participants' answers using five categories i.e. age, gender, education, marital status and sector of employment. In the final phase of the analysis, we used non-parametric tests for every question for each of the five demographic characteristics in order to discover whether participants' answers were statistically dependent on each qualitative characteristic.

The selected services were related, either directly or indirectly, to the phenomenon. Directly related services were considered those providing protection to citizens (e.g. services in the prevention and suppression of the phenomenon, and also legal counselors); indirectly related services were those providing counseling and support on a welfare basis, NGOs, local government organizations (as intermediate agencies in the development, organization and implementation of structures and programmes), as well as the wider society (secondary education teachers, academic community etc.).

It should be noted, that efforts to approach representatives of the Region of Thessaly and the Crime and Economic Crime Divisions was not as effective, due to their time constraints and prior commitments, which hindered the process of personal interviews. The response of individuals that were in any way associated with human trafficking activities ("legitimately" or not) to communicate with them was procrastinating and eventually negative to the interview process.

The research focused on the effort to demonstrate awareness levels of the phenomenon of trafficking and the implementation of project-oriented organizational structures and strategic processes through the following research questions:

- a) Are project-oriented strategies, management policies and earmarked resources from state and social agencies/organizations in place to effectively combat trafficking in Greece?
- b) What is the efficacy of the above (of those that exist) in combating this social problem in Greece?
- c) Are official monitoring and objective evaluation results of the implementation of planned actions against trafficking in Greece utilized to take corrective action?



The research population sample included 218 subjects from selected services and agencies directly or indirectly related to trafficking. Once the data was collected, it was coded and the resulting data was analyzed using SPSS16, and specifically with the method of descriptive statistics, with the use of its basic tools i.e. mean, standard deviation, frequencies and cumulative frequencies.

During the last phase of the sample's analysis, we execute non-parametric tests for every question in relation to the five demographic characteristics of the sample, in order to ascertain whether participants' answers are statistically dependent on each qualitative characteristic.

## 2.2. Results

The results of the analysis demonstrated that the sample is comprised by relatively younger individuals, since 10.6% are up to 28 years of age, 39.9% are 29-37, 28% are 38-46, 17.4% are 47-55 and only 4.1% are older than 56 years of age.

Distribution according to gender shows 97 males (43.6%) and 123 females (56.4%). Classification based on education shows that the vast majority of the sample are university graduates, as 55 (25.2%) are graduates of polytechnic schools, 55 (25.2%) are university graduates, 38 (17.4%) hold master's degrees, 7 (3.2%) have doctoral degrees and 63 (28.9%) answered "other". Classifying the sample as to marital status allocates participants in two categories: single (72) and married (146).

The final classification of the sample is based on their sector of employment. The near majority of participants are employed by Protection Services (43.5%), quite a few work for local government (20.2%), while 28.9% stated "other" (teachers etc.). The sample from Services of Welfare Counseling Support and NGOs is quite small as they comprise only 2.3% and 5% respectively of the total sample.

During the second phase of the analysis we examined the three main variables of the phenomenon of trafficking: a) Extent, b) Management, and c) Combating Practices in correlation to the five categories i.e. age, gender, education, marital status and sector of employment.

The first correlation of the variable regarding the extent of trafficking is investigated based on the following questions:

- 1.1.1. Are you aware of the phenomenon of trafficking?
- 1.1.2. To which extent have you associated with individuals who were trafficking victims?
- 1.1.3. Do you consider that illegal immigration contributes to the augmentation of the phenomenon?

#### 1.1.4. Do you consider that poverty of certain social groups contributes to the augmentation of the phenomenon?

The results indicate that the participants have satisfactory knowledge of trafficking as the mean value is 3.45 (more than “moderately”) and only 25% of the participants rated question 1.1.1 with less than 3. However, we observe that the ratings to the second question are quite lower with a mean of just 1.77. Finally, questions 1.1.3 and 1.1.4 have been rated “quite a bit” to “considerably” by 75% of the participants, a fact which indicates that they agree with both. Having evaluated the answers to the first four questions based on age, we conclude that despite small variances observed in the mean values per classification, age does not seem to be statistically significant.

In order to examine whether answers differentiate according to gender we used the non-parametric Mann-Whitney test and the mean value table. Significant variances were observed only for question 1.1.2, as the significance coefficient is  $\alpha = 0.00 < 0.05$ , which indicates that men, more than women, associated with individuals who were victims of trafficking. The results of the non-parametric tests revealed that education and marital status did not determine the answers to the specific questions, as all significance coefficients  $\alpha > 0.05$  are greater than 0.05. Large variances exist in the mean values of the ratings of participants with doctoral degrees, but the sample in this category is too small to draw clear conclusions.

Finally, tests with the criterion of the employment sector revealed that answers to questions 1.1.1, 1.1.3 and 1.1.4 are not dependent on sector except question 1.1.2. The resulting mean values made readily evident that local government and “other” employees have very little contact with trafficking victims.

The second correlation of the variable regarding the phenomenon of trafficking, was examined based on the following questions:

2.1.1. To which extent are various units and agencies assisting society in becoming aware of trafficking issues?

2.1.2. Do you know how effective are the agents/units or departments of your service that are directly or indirectly involved in the management of the phenomenon of trafficking, in their duties?

2.1.3. Do you consider that counseling support provided by existing structures and services to vulnerable social groups in regard to trafficking is adequate?

2.1.4. Do you consider that services and structures providing support to trafficking victims respond effectively?

All questions pertaining to the social dimension of the management of trafficking yielded low ratings. Overall, the mean scores in this category are below “moderately”, with 50% of participants considering that the various agencies assist society in becoming aware of trafficking “not at all” or “a little”. Most have “moderate” or less knowledge of whether the service they are employed by is involved in the management of trafficking; answers are not differentiated for questions 2.1.3 and 2.1.4 either.

Of the demographic characteristics, it seems that gender has an effect on the answers of question 2.1.2 i.e. men seem more knowledgeable than women on whether agents/units or departments of their service are involved in the management of the phenomenon and whether they perform their duties effectively. Additionally, married participants, despite giving low ratings to question 2.1.3, are more likely, than their single counterparts, to consider that counseling support provided by existing structures and services to vulnerable social groups on trafficking is adequate. Finally, employees of protection services indisputably give higher ratings than all other employees and hence are more receptive than all others to the meanings of questions 2.1.1, 2.1.3 and 2.1.4.

Finally, age and education have no effect on question results, as the significance coefficients we yielded are greater than 0.05.

The third correlation of the variable regarding practices to manage the phenomenon was examined based on the following questions:

- 3.1.1. Do you consider our country’s current practices regarding trafficking adequate to deal with issues of mental and physical health, as well as the reintegration of the victims in society?
- 3.1.2. To which extent you consider that the testimonies of victims, and social and administrative employees related to trafficking can be effectively utilized to formulate combating practices?
- 3.1.3. To which extent you consider social corruption in our country to affect the implementation of practices combating trafficking?
- 3.1.4. To which extent you consider that practices combating trafficking should be equally implemented in the countries of origin and destination of the victims?

In regard to question 3.1.1, 75% of participants consider that our country’s current practices on trafficking are “not at all” to “moderately” adequate in dealing with issues of mental and physical health, and the reintegration of the victims in society. The vast majority considers “quite a bit” to “considerably” that practices to combat trafficking should be implemented in the origin and destination countries of the victims.

Participants also seem to embrace the issues set forth in questions 3.1.2 and 3.1.3 as the mean values of the responses are 3.84 and 3.91 respectively, very close to “quite a bit”.

In regard to question 3.1.1, married male employees of protection services seem more likely to believe that trafficking practices currently implemented in our country are adequate to deal with issues of mental and physical health, and the reintegration of the victims in society compared to single women and participants employed in local government and NGOs.

Question 3.1.2 did not reveal any statistically significant results, while answers to questions 3.1.3 and 3.1.4 are influenced by gender and sector of employment. Female participants and employees of local government and NGOs consider to a greater extent that social corruption in our country affects the implementation of practices to combat trafficking and that these practices should be equally implemented in countries of origin and destination of victims than males and employees of protection services.

Age and education are statistically non-significant for all questions in this dimension.

### **3.3 Research Conclusions**

Our conclusions, from the review of the literature and the exploratory study on the phenomenon of trafficking in our country, can be outlined as follows:

- Illegal immigration contributes to the augmentation of the phenomenon. Our country’s legislative framework is not adequate to combat it.
- The prevailing financial crisis affects cooperation with other countries.
- The state resources that are made available are not adequate to implement and staff suitable support and assistance infrastructure for victims.
- Greece’s legislative framework, as well as its implementation by executive bodies, seems inadequate.
- Information on existing educational programmes for minors and adolescents is insufficient to inadequate.
- The political conditions prevailing in our country negatively affect the management of trafficking.
- Lack of policy coordination between relevant agencies and services, and trans-border services affect the management of trafficking.

### **3. Revised Proposals And Strategic Processes To Effectively Combat And Manage Trafficking In Greece**

#### **4.1 Implementation of project-oriented organizational and operational structures**

In order to transcend such conventional organizational structures as that of the relevant Greek services, which until today were assigned the field of combating such social crime phenomena-deviancy, like trafficking, we propose the institution of an organizational model on the basis of a matrix organization. The essence of this Organization is the combination of three dimensions: specialized project dimension, supportive functional dimension and, finally, geographical segmentation dimension. Therefore, this setup will, on the one hand, bring about the development of specialized project teams that possess a wealth of special knowledge and skills that can then be synthesized to quickly achieve results that are measurable and, on the other, the development and support of these teams with new, but also reformed directorates, which will be qualified, on the basis of the last dimension, to delve into the particularities of each region of interest and handle them accordingly (Burke, 1999; Frese, 1998). The ultimate aim of this entire organizational effort is to convert trafficking from a “low risk – high profit” crime to a “high risk – low profit” crime (Ministry of Public Order and Citizen Protection).

#### **4.2 Targeted communication policy proposal**

The ultimate aim of the communication policy that must be implemented in Greece so as to combat trafficking is to reinforce communication quality in order to increase the efficiency of the practices used to combat the phenomenon. The reinforcement of communication quality will as a result establish a certain level of communication with targeted groups, on which it will focus promptly and effectively. Therefore, the institution of a specialized secretariat or the strengthening of the existing one is deemed necessary, with the purpose to exercise quality communication policy on issues that deal with combating human trafficking in Greece.

### **4. Conclusions –Proposals**

The current research reveals that combating the phenomenon of human trafficking unilaterally at single country level is very difficult. Additionally, the implementation of practices combating trafficking in Greece seems to be inadequate both at the strategy and operational levels. Even though, on paper, it seems that programmes on practices to combat and manage the phenomenon are organized, promoted and implemented, at the practice level the system has many weaknesses.

Additionally, while European Union funds earmarked to prevent and combat trafficking in Greece are adequately absorbed through the implementation of programmes, official results that monitor and objectively evaluate the implementation of planned actions against trafficking do not appear. The research also leads us to the conclusion that in regard to trafficking in Greece no continuing and, mainly, project-oriented strategic plan has been developed, which would be implemented, updated and revised based on the specific circumstances of the country and according to changes and developments in the phenomenon itself. Communication policy, in particular, on issues related to human trafficking seems to be extremely low key, given that society does not seem very informed about this phenomenon, as was also evident in our research.

The current research leads us to the following proposals that would improve and make the combating of the phenomenon more effective:

- Continuing update and training of law enforcement agents/units and services.
- Strengthening and monitoring of trans-border cooperation. The existing trans-border cooperation with the countries involved should be strengthened at the staff level and also through the exchange of knowledge, experience and effective applied practices.
- Know-how of other countries. It is essential to adopt the know-how and technologies used by other countries that have a proven track record of effectiveness in managing and combating trafficking.
- Combating illegal immigration. There should be better coordination and cooperation between countries that face bigger illegal immigration problems and are the gateways for reaching Western Europe and other destinations.
- Strengthening the legislative framework on trafficking. Trafficking should be dealt with as a crime and be penalized with the harshest of punishments.
- Implementation and application of a transnational strategic action plan. It should be implemented by the relevant agencies and every country should apply a common strategic plan of specified joint actions.
- Recording experiences. The experiences of trafficking victims, as well as of those directly or indirectly involved in it should be recorded.
- Strengthening of facilities providing assistance. It is proposed that facilities which provide assistance to trafficking victims are strengthened (either by providing additional units or by the addition of personnel to those that already exist), through continuing education and specialization of staff, so that they will not proceed with dated knowledge and training on the subject.

- Communication: information – sensitization. The mass media (print and electronic), social networking media and the internet should be constantly active; private and state agencies should update each other, so that the public can be informed on upcoming seminars, programmes, actions, events and other activities related to the phenomenon of trafficking.
- Supervision – Evaluation – Coordination. An audit team should be put in place, which will monitor, through frequent audits, the implementation of educational-training programmes and all actions against trafficking. Subsequently, implementation will be evaluated as to its effectiveness.
- Securing additional financial resources. Securing additional financial resources, beyond those already available, in order to strengthen sectors that combat the phenomenon in our country.
- To develop a continuing and, primarily, project-oriented strategic plan which will be implemented, updated and adjusted to the circumstances of the country in accordance with changes and developments in the phenomenon itself.
- Enhance trans-governmental coordination and processes, in order to achieve faster response times in the cooperation with international European enforcement organizations.

The current research could become the subject matter of specialized interest for future researchers; at the same time it could be the starting point for the implementation of the innovative projects and proposals put forward, which would be processed further, at a state level, by agencies and services related to trafficking. Hence, in its own way, it will contribute, maybe not to the quashing of the phenomenon, but at least to the fight against it and its more effective management in our country.

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