

# Strategic Plan

**The United Nations Global Initiative to  
Fight Human Trafficking (UN.GIFT)  
2012-2014**

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## EXECUTIVE SUMMARY

Trafficking in persons is a global problem, affecting people from all walks of life. Notwithstanding international, national and local efforts to combat human trafficking, the problem is far from ending. With the world's growing population, tightening labour market, and the highest levels of recorded migration in world history, human trafficking continues to be a major international concern. The Trafficking in Persons Protocol<sup>1</sup> was signed ten years ago and provided the main impetus for the surge of anti-trafficking measures across the globe.

Over the past decade, a strong anti-trafficking movement has grown around the world from grass roots to international levels. There are now thousands of stakeholders in the anti-trafficking community. Currently, however, overlap and duplication of efforts, lack of coordination, lack of consolidation of knowledge and inconsistent approaches impede stakeholders from realising their full potential in combating human trafficking. There is a pressing need to harness the combined expertise and resources of all these stakeholders in order to better support a coordinated and evidence-based approach. This need cannot be addressed by one sector or agency alone.

In recognition of the need for coordinated action, the United Nations Global Initiative to Fight Human Trafficking (UN.GIFT) was established as a global inter-agency initiative, made up of the International Labour Organization (ILO), the International Organization for Migration (IOM), the Office of the High Commissioner on Human Rights (OHCHR), the Organization for Security and Co-operation in Europe (OSCE), the United Nations Children's Fund (UNICEF) and the United Nations Office on Drugs and Crime (UNODC). These agencies form the UN.GIFT Steering Committee.

The mission of UN.GIFT is, through a global multi-stakeholder partnership, to mobilize State and non-state actors to eradicate human trafficking by (i) reducing both the vulnerability of potential victims and the demand for exploitation in all its forms; (ii) ensuring adequate protection and support to those who do fall victim, and (iii) supporting the efficient prosecution of the criminals involved, while respecting the fundamental human rights of all persons.

As a globally recognised multi-agency initiative, working through its Secretariat and its member organizations, UN.GIFT is uniquely placed to make progress in ensuring that the global fight against trafficking is taken to a new level in the ways programmes are conceptualised, designed, implemented and evaluated. To this end, UN.GIFT has already successfully delivered a host of strategic results that have led to its distinctive position in the global response to human trafficking.

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<sup>1</sup>The Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially women and children, supplementing the UN Convention Against Transnational Organized Crime.

The purpose of this Strategic Plan is to set out the overarching direction, priorities and implementation plan for the next phase of UN.GIFT. It has been designed for the use of the UN.GIFT Steering Committee (SC), as well as for Governments and programme funders (Government and non-government), partners and other collaborators of UN.GIFT as a statement of intent describing how UN.GIFT will contribute to the fight against trafficking in persons in the future. The level of consultation and review maintained through the drafting process has helped ensure that this Strategic Plan represents the broadest possible agreement on UN.GIFT's future priorities and programme of action.

## **STRATEGIC AIM AND PRINCIPLES**

**UN.GIFT's Strategic Aim:** *To end human trafficking through a global multi-stakeholder partnership.*

UN.GIFT will increase knowledge and awareness of human trafficking, build capacity of State and non-state actors; and foster partnerships for joint action against human trafficking.

### **UN.GIFT Principles**

To facilitate the achievement of its mission, ensure that its distinctive role as an inter-agency initiative is clear, and ensure transparency with regard to the basis for its decisions on activities, UN.GIFT has established a set of principles to guide its operations. These principles will be used as a framework against which decisions on UN.GIFT activities will be reviewed.

- 1. UN.GIFT will be more than the sum of its parts*
- 2. UN.GIFT will operate as an inter-agency mechanism*
- 3. UN.GIFT will maintain a rights-based approach*
- 4. UN.GIFT will be a resource for the anti-trafficking sector*
- 5. UN.GIFT will build on the cumulative knowledge gained from past and present trafficking interventions*
- 6. UN.GIFT will support effective implementation of the Trafficking in Persons Protocol and other relevant international instruments*
- 7. UN.GIFT will work to strengthen existing policies, strategies, plans and structures*
- 8. UN.GIFT will prioritise activities with lasting impact*
- 9. UN.GIFT will evaluate the impact and outcomes of its activities*
- 10. UN.GIFT will strive for technical excellence and relevance*
- 11. UN.GIFT will work with and for victims of trafficking and those at risk*

## **KEY STAKEHOLDERS**

UN.GIFT works to support Member States in their efforts to combat human trafficking, including through assisting them in implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children

and the United Nations Global Plan of Action to Combat Trafficking in Persons. Member States will provide guidance with respect to the overall direction of UN.GIFT, including through the Commission on Crime Prevention and Criminal Justice and the Conference of Parties to the UN Convention against Transnational Organized Crime.

The Steering Committee is made up of the International Labour Organization (ILO), the International Organization for Migration (IOM), the Office of the High Commissioner on Human Rights (OHCHR), the Organization for Security and Co-operation in Europe (OSCE), the United Nations Children's Fund (UNICEF), and the United Nations Office on Drugs and Crime (UNODC). Each member organization has a distinct mandate relating to trafficking in persons.

In addition to the Steering Committee member organizations, UN.GIFT will work collaboratively and in consultation with a broader group of stakeholders: international and regional organizations; victim support providers and other civil society organizations; the private sector; media; academic institutions and workers' and employers' organizations. These strategic partnerships and consultation processes are described under the Promoting Global Dialogue section below. In particular, UN.GIFT will seek to create opportunities for the voices of trafficked persons to be heard more clearly in the discourse on solutions to human trafficking.

### **PROGRAMME DESCRIPTION**

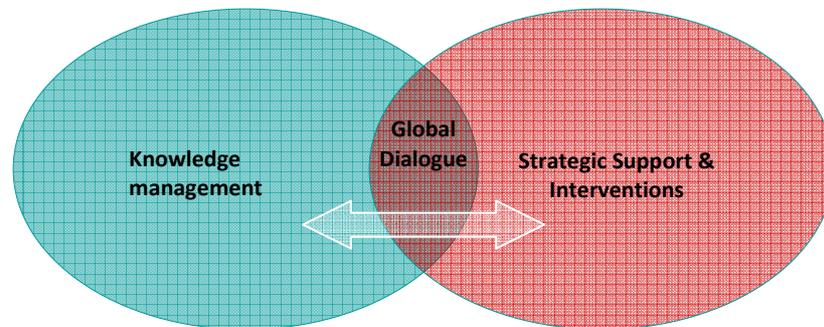
**UN.GIFT's core activities will fall within three broad and intersecting areas of work.**

**A. Knowledge Management:** The objectives of this component are to (a) facilitate the use and dissemination by all stakeholders of the existing knowledge on human trafficking; (b) manage the existing knowledge base on human trafficking by identifying knowledge gaps and research needs and by assessing the quality of available data and information on trafficking; and (c) engage all stakeholders in contributing to the expansion of the knowledge base on human trafficking.

**B. Strategic Support and Interventions:** The objective of this component is to support coherence in and implementation of effective anti-trafficking responses across the sector and at all levels. The component will include inter-agency support to Member States at national and regional levels as well as targeted, ground-breaking and innovative projects focusing on specific themes or sectors, in cooperation with UN.GIFT's other stakeholders: civil society, private sector, employers' and workers' organizations and victims of trafficking.

**C. Global Dialogue:** The objective of this component is to establish a platform for global dialogue with victims and survivors, inter- and non-governmental organizations, workers' and employers' organisations and the private sector, which will enable UN.GIFT to inform, and be informed by, the broader anti-trafficking community.

The diagram below highlights the cross-cutting nature of all the activities developed and implemented under the Knowledge Management and Strategic Support and Interventions components. The Global Dialogue component highlights how interaction with all stakeholders in the anti-trafficking sector feeds into and reinforces the work of the other two components.



**D. Ensuring Inter-Agency Coordination and Co-operation:** The objective of this component is to ensure that the UN.GIFT-related work of the Steering Committee organizations is co-ordinated and to facilitate the co-operation of the organizations when undertaking multi-agency work on trafficking in persons.

#### ***A. Knowledge Management***

**Objective:** *To a) facilitate the use and dissemination by all stakeholders of the existing knowledge on human trafficking; (b) manage the existing knowledge base on human trafficking by identifying knowledge gaps and research needs and by assessing the quality of available data and information on trafficking, and (c) engage all stakeholders in contributing to the expansion of the knowledge base on human trafficking.*

#### **1. Consolidating the Virtual Knowledge Hub**

The UN.GIFT Hub<sup>2</sup> was developed during the first phase of UN.GIFT and acts as a repository for documents and other resources produced through anti-trafficking activities. In the next phase, the Knowledge Hub will evolve beyond a repository for documents and will manage, organise, assure the quality and maximise accessibility to stakeholders of information.

#### **2. Improving Knowledge Generation and Accessibility**

UN.GIFT will work to assist anti-trafficking practitioners to gain access to existing experience and lessons learned as well as to undertake joint and specialised research to fill remaining gaps in the knowledge base.

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<sup>2</sup>[www.ungift.org](http://www.ungift.org)

### **3. Ensuring excellence and relevance**

UN.GIFT activities will aspire to reflect the best practice that a decade of experience can offer. To this end, a quality review process will be established in order to ensure that any guidance, tools or other resources produced under UN.GIFT will be quality assured. Experts will be drawn from a roster, and selected according to need, theme or region, in order to provide specialised input on specific areas of work.

### **4. Improving Monitoring and Evaluation for the Sector**

UN.GIFT will seek to promote effective monitoring and evaluation (M&E) of anti-trafficking interventions by disseminating information on its own and others' experiences.

## **B. Strategic Support and Interventions**

**Objective:** *To support coherence in and implementation of effective inter-agency anti-trafficking responses across the sector and at all levels.*

### **5. Strategic Support and Interventions for Member States**

In order to support Member States at the national and regional level, UN.GIFT will initiate, through its member organizations and partners in the field, a number of Joint Programmes during the new strategic phase. Joint situational assessments will be supported and carried out by UN.GIFT member organizations, in cooperation with their partners, at regional and local levels. Seed funding from the core UN.GIFT budget will be provided to stimulate others to contribute additional funding, and will be used: (i) to draw up Joint Programme documents for the respective countries or regions, consisting of short, medium and long term aims and a clear outline of actors and lines of activities; and, in some cases, ii) to implement Phase 1 of the programmes.

### **6. Strategic Support and Interventions for Other Stakeholders**

Under this sub-area of work UN.GIFT member organizations will undertake innovative, ground-breaking and collaborative interventions that will be specific to a sector or theme within the overall response to trafficking in persons, including targeted interventions that can serve as pilots for replication or scaling-up across the anti-trafficking sector.

## **C. Promoting Global Dialogue**

**Objective:** *To establish a platform for global dialogue with victims and survivors, inter- and non-governmental organizations, workers' and employers' organisations and the private sector, which will enable UN.GIFT to inform, and be informed by, the broader anti-trafficking community.*

### **7. Hearing the voices of trafficked persons**

In order to both acknowledge the value of victims'/survivors' input and to raise the voice and profile of victim groups in the larger fight against trafficking, UN.GIFT will

explore mechanisms through which victims can have a more significant role in the work of UN.GIFT (should they so wish).

## **8. Consultation and Cooperation with Other Stakeholders**

UN.GIFT's aim to provide a value-added service to the broader anti-trafficking sector, facilitating and supporting the overall response to end trafficking in persons, will rely on the input and contribution of the sector itself. A balanced and broad consultation process among all relevant stakeholders, such as civil society, the private sector, workers' organizations and trade unions, will enhance the relevance of UN.GIFT and its collective outputs.

### *D. Ensuring Inter-Agency Co-ordination and Cooperation*

## **9. Ensuring Inter-Agency Coordination and Co-operation**

Inter-agency coordination and co-operation lies at the core of all UN.GIFT's work. It captures both the work of the UN.GIFT secretariat to co-ordinate with all Steering Committee members. It also comprises the work undertaken by the Steering Committee members themselves to initiate joint activities and implement them within their own organizations at global, regional and national level.

### ***PROGRAMME MANAGEMENT, REPORTING AND IMPLEMENTATION ARRANGEMENTS***

To reinforce its inter-agency foundation, UN.GIFT will move to a new level of programme management, reporting and implementation arrangements in the new strategic phase, which will enhance the collaborative nature of the way UN.GIFT works.

**GLOSSARY**

AHT	Anti-Human Trafficking
CCPCJ	Commission on Crime Prevention and Criminal Justice
ICAT	Inter-agency Coordination Group against Trafficking in Persons
ILO	International Labour Organization
IOM	International Organization for Migration
OHCHR	Office of the High Commissioner for Human Rights
OSCE	Organization for Security and Co-operation in Europe
SC	Steering Committee
UN.GIFT	United Nations Global Initiative to Fight Human Trafficking
UNICEF	United Nations Children’s Fund
UNODC	United Nations Office on Drugs and Crime
UNTOC	United Nations Convention against Transnational Organized Crime

## 1. INTRODUCTION

### Background

Trafficking in persons is a global problem, affecting people from all walks of life. Notwithstanding international, national and local efforts to combat human trafficking, the problem is far from ending. With the world's growing population, tightening labour market, and the highest levels of recorded migration in world history, human trafficking continues to be a major international concern. The Trafficking in Persons Protocol<sup>3</sup> was signed ten years ago and provided the main impetus for the surge of anti-trafficking measures across the globe.

Over the past decade, a strong anti-trafficking movement has grown around the world from grass roots to international levels. There are now thousands of stakeholders in the anti-trafficking community. Currently, however, overlap and duplication of efforts, lack of coordination, lack of consolidation of knowledge and inconsistent approaches impede stakeholders from realising their full potential in combating human trafficking. There is a pressing need to harness the combined expertise and resources of all these stakeholders in order to better support a coordinated and evidence-based approach. This need cannot be addressed by one sector or agency alone.

In recognition of the need for coordinated action, the United Nations Global Initiative to Fight Human Trafficking (UN.GIFT) was established as an inter-agency initiative made up of the International Labour Organization (ILO), the International Organization for Migration (IOM), the Office of the High Commissioner on Human Rights (OHCHR), the Organization for Security and Co-operation in Europe (OSCE), the UN Children's Fund (UNICEF) and the UN Office on Drugs and Crime (UNODC).

The mission of UN.GIFT is, through a global multi-stakeholder partnership, to mobilize State and non-state actors to eradicate human trafficking by (i) reducing both the vulnerability of potential victims and the demand for exploitation in all its forms; (ii) ensuring adequate protection and support to those who do fall victim, and (iii) supporting the efficient prosecution of the criminals involved, while respecting the fundamental human rights of all persons.

As a globally recognised multi-agency initiative, working through its secretariat and its member organizations, UN.GIFT is uniquely placed to make progress in ensuring that the global fight against trafficking is taken to a new level in the ways programmes are conceptualised, designed, implemented and evaluated. To this end, UN.GIFT has already successfully delivered a host of strategic results that have led to

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<sup>3</sup>The Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially women and children, supplementing the UN Convention against Transnational Organized Crime.

its distinctive position in the global response to human trafficking. This list highlights some of the key achievements of UN.GIFT's first phase.<sup>4</sup>

### **Knowledge Development**

1. Global data collection exercise covering 155 countries and territories on the state of the anti-trafficking response, compiled in the UNODC/UN.GIFT Global Report on Trafficking in Persons, published in 2009.
2. Development and operation of the UN.GIFT virtual Knowledge Hub, ranked among the top 10 virtual resources on human trafficking worldwide, with an average of 14,000 unique viewers monthly.

### **Capacity development**

3. Three comprehensive joint programmes to support governments in their national anti-trafficking responses and under implementation in Latin America, South-Eastern Europe and East Africa. Three joint programmes under formulation for South Asia, Northern Africa and Central Asia.
4. Key capacity building resource material developed for a wide range of practitioners including:
  - Combating Forced Labour: A Handbook for Employers and Business (ILO);
  - Guiding Principles on Memoranda of Understanding between Key Stakeholders and Law Enforcement Agencies on Counter-Trafficking Co-operation (IOM);
  - Caring for Trafficked Persons: Guidance for Health Providers (IOM);
  - Training Manual to Fight Trafficking in Children for Labour, Sexual and Other Forms of Exploitation (ILO-UNICEF);
  - Model Law against Trafficking in Persons (UNODC);
  - Anti-Human Trafficking Manual for Criminal Justice Practitioners (UNODC);
  - First Aid Kit for use by Law Enforcement First Responders (UNODC);
  - Analysing the Business Model of Trafficking in Human Beings to Better Prevent the Crime (OSCE);
  - Handbook for Parliamentarians (UNODC);
  - Human Trafficking and Business: Good Practices to Prevent and Combat Human Trafficking (IOM, ILO, UN Global Compact);
  - Human Trafficking and Business: an eLearning Course (Microsoft, End Human Trafficking Now!).

### **Strategic partnerships**

5. Over 10 strategic partnerships forged with private sector companies (such as Qatar Airways, Microsoft, Hilton Hotels) with different aims, including to disseminate information on trafficking among clients and company staff, to train

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<sup>4</sup> For a detailed account of UN.GIFT's achievements from 2007 to 2010, refer to UN.GIFT Progress Update 2010.

staff on human trafficking, to offer anti-trafficking expertise tailored to the company's core competency, and to employ former victims of trafficking.<sup>5</sup>

### **Civil Society Empowerment and Victim Support**

6. Small Grants Facility to support victim service providers piloted, receiving over 800 registrations and over 400 applications from 76 countries. 12 civil society initiatives selected.
7. VITA (Victim Translation Assistance) tool developed to help law enforcement and victim service providers communicate with potential victims of human trafficking, available in 40 languages.

These achievements were highlighted in a recent independent evaluation<sup>6</sup>, which concluded that UN.GIFT's brand and identity at the international level is now widely recognised. Seen as an initiative of the UN family, UN.GIFT has acquired a high level of credibility and goodwill as a potentially pivotal initiative against human trafficking with a global scope. Building on the achievements of the past four years, with its specific focus on human trafficking and its specialised inter-agency character, UN.GIFT is now in a strong position to carry forward its strategic responses to trafficking to the next generation.

### **Purpose of the Strategic Plan**

The purpose of this Strategic Plan is to set out the overarching direction, priorities and implementation plan for the next phase of UN.GIFT (2012- 2014). It has been designed for the use of the UN.GIFT Steering Committee (SC), as well as for Governments and programme funders (Government and non-government), partners and other collaborators of UN.GIFT as a statement of intent describing how UN.GIFT will contribute to the fight against trafficking in persons in the future.

### **Strategy Formulation Process**

The draft strategy has been prepared by two independent experts<sup>7</sup> drawing on the following sources:

- Preliminary findings of the independent evaluation of UN.GIFT;
- Consultations by the UN.GIFT Secretariat with Member States;
- Desk review of key documents;
- Consultations with the UNODC Senior Manager of UN.GIFT, the UN.GIFT Secretariat, the SC member representatives as well as independent stakeholders; and

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<sup>5</sup> While many people prefer to use the term "survivor" to refer to trafficked persons, the term victim has generally been used throughout this paper as it has a specific legal meaning.

<sup>6</sup> [http://www.unodc.org/documents/commissions/WG-GOVandFIN/UN.GIFT\\_Evaluation\\_-\\_final\\_draft\\_24Feb2011.pdf](http://www.unodc.org/documents/commissions/WG-GOVandFIN/UN.GIFT_Evaluation_-_final_draft_24Feb2011.pdf)

<sup>7</sup> Phil Marshall and Aarti Kapoor

- Strategic Prioritization Exercise (29 November 2010) involving UNODC Senior management, UN.GIFT SC members, UN.GIFT Secretariat and independent anti-trafficking experts.<sup>8</sup>

The level of consultation and review maintained through the drafting process has helped to ensure that this Strategic Plan represents the broadest possible agreement on UN.GIFT's future priorities and programme of action. It reflects in particular a consensus of the SC members on UN.GIFT's future work.

## **2. SITUATION ANALYSIS**

### **UN.GIFT independent evaluation results**

On reaching the final stages of the first UN.GIFT phase and in order to prepare for its next phase, an external evaluation was undertaken of UN.GIFT and its activities. The evaluation was conducted in an independent, transparent, and participatory fashion, featuring an in-depth desk review of project documents and publications, electronic surveys of stakeholders' groups, and over 70 interviews with Member States, UN.GIFT Steering Committee members, UN.GIFT representatives and UNODC staff and management, NGOs, private sector partners and international anti-human trafficking experts.

The final report of the independent evaluation will be made available to all stakeholders by March 2011. A preliminary report with evaluation findings was presented to the Conference of Parties to the United Nations Convention against Transnational Organized Crime in October 2010. The principal findings and recommendations of the preliminary evaluation report informing this strategic plan are as follows:

- UN.GIFT should continue as an inter-agency mechanism to fight against human trafficking;
- UNODC Senior Management and the UN.GIFT Steering Committee should ensure that inter-agency co-operation is an explicit objective and is backed by sufficient resources;
- UN.GIFT should develop a strategy that features both an agenda for global level inter-agency co-operation, and region-specific agendas tailored to specific needs where local coordination platforms do not yet exist. The global agenda should feature:
  - Providing an ongoing forum for anti-human trafficking (AHT) inter-agency technical co-operation;
  - Producing and disseminating multi-agency AHT knowledge products;

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<sup>8</sup> Anne Gallagher, Mike Dottridge and Melissa Stewart

- Facilitating engagement with civil society and private sector;
  - Developing and disseminating inter-agency capacity building tools and training programmes;
  - Supporting awareness-raising campaigns with emphasis on more targeted and measurable advocacy efforts; and
  - Fundraising for inter-agency technical co-operation projects.
- The relationship between UN.GIFT and the Inter-agency Coordination Group against Trafficking in Persons (ICAT) is unclear and must be clarified;
  - UN.GIFT should clearly prioritise activities and programmes to achieve a great geographical spread, such as to the regions, as well as in those areas where technical co-operation is needed;
  - UN.GIFT SC should review the results of the Small Grants Facility and ensure that lessons learned are conveyed to the management of the UN Voluntary Trust Fund for Victims of Trafficking;<sup>9</sup>
  - UN.GIFT should:
    - Develop a clear logical framework with distinct and well-defined activities for the next phase of the Initiative; and
    - Invest resources into establishing baselines for its activities.
  - UN.GIFT should concentrate on sustainable and multi-year projects;
  - UN.GIFT SC should review its composition in order to broaden participation;
  - UN.GIFT SC and UNODC Senior Management should adequately consult with Member States on the next phase of UN.GIFT; and
  - UNODC should continue to host UN.GIFT, but increase the autonomy of the UN.GIFT Secretariat and ensure greater clarification of roles and responsibilities vis-à-vis other UNODC sections and functions engaged in AHT efforts. UNODC should continue to ensure accountability to Member States.

### **Legal and Policy Framework**

As well as the Trafficking in Persons Protocol, UN.GIFT will be guided by the other international instruments relevant to trafficking in persons. These include:

1. The United Nations Global Plan of Action against Trafficking in Persons

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<sup>9</sup>The UN Voluntary Trust Fund for Victims of Trafficking This Fund was recently launched to provide humanitarian, legal and financial aid victims of trafficking through established channels of assistance, such as governmental, non-governmental and inter-governmental organizations.

2. The Convention on the Elimination of All Forms of Discrimination Against Women;
3. The Convention on the Rights of the Child;
4. The Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography;
5. The ILO Minimum Employment Age Convention No. 138;
6. The ILO Worst Forms of Child Labour Convention No. 182;
7. The ILO Forced Labour Convention (No. 29);
8. The ILO Abolition of Forced Convention (No. 105)
9. The International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families;
10. The International Covenant on Civil and Political Rights;
11. The International Covenant on Economic, Social and Cultural Rights;
12. The Hague Convention on Protection of Children and Co-operation in respect of Inter-country Adoption;
13. The Rome Statute of the International Criminal Court;
14. The UN Principles and Guidelines on Human Rights and Human Trafficking;
15. The Universal Declaration of Human Rights;
16. The Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment;
17. The International Convention on the Elimination of All Forms of Racial Discrimination;
18. Relevant Ministerial Council Decisions of the OSCE.

In addition, UN.GIFT will fully consider other strategic development goals and initiatives, foremost among them the Millennium Declaration and the Millennium Development Goals, as well as The Decent Work Agenda.

### **Anti-Trafficking Context**

Although many anti-trafficking programmes and activities have resulted in positive change, their real overall impact has been unquantifiable. Where evaluations of programmes have been undertaken, they have largely focused on outputs (due in part to the finite nature of project activities) or on process (reviewing transparency, accountability and standards), rather than outcomes and impact.

In addition, a lack of baseline information (and the sharing of such) adds to the overall lack of understanding of the on-the-ground impact of anti-trafficking efforts. A notable example of this is the information campaigns that aim to raise awareness of trafficking among vulnerable groups. After 10 years, this aspect of the response continues to be prioritised despite limited evidence that these campaigns are having the intended impact, or even that there is a significant correlation between an individual's level of trafficking awareness and their likelihood of being trafficked.

While progress has been made in some areas, for example the increasing number of States acceding to the Trafficking in Persons Protocol and criminalizing trafficking in

domestic law, this progress is not consistent across sectors and geographical regions. The different levels of engagement on trafficking issues from State Parties to the Trafficking in Persons Protocol and other related instruments may go some way in explaining this inconsistency. At the same time, increased understanding of trafficking is still not fully reflected on the ground, due to the difficulties in routinely translating understanding and knowledge into effective programming.

There is a clear need in the anti-trafficking sector to build on lessons learned and to replicate good practice. For example, information campaigns need to reflect an understanding of the difference between awareness raising, attitude change, and behaviour change. Other approaches to prevention have strengths and weaknesses which may make them effective in some contexts but not in others. Programmes for victims must be better differentiated according to the specific and individual needs of different types of trafficking victims.

### **Institutional Context**

Human trafficking is a serious global problem with multiple facets. It is a form of organized crime, consisting of not one but a series of offences under international criminal and labour law and the domestic law of most countries in the world. It is a human rights violation, it occurs within the context of internal and external migration, it is a child protection issue and it clearly involves exploitative labour practices. It is linked to development. Other aspects of the problem can include issues of gender rights, refugee protection as well as sexual exploitation. Likewise, each SC member agency has a distinct standpoint in the anti-trafficking sector, as well as a distinct area of expertise.

Because co-operation is a necessary precondition to the eradication of human trafficking, UN.GIFT brings together six inter-governmental organizations committed to respond to human trafficking around the world. The inter-agency approach is essential to UN.GIFT's agenda and programmes.

The inter-agency nature of UN.GIFT offers access to the respective mandates, accumulated experience, knowledge and networks of its members and partners, allowing UN.GIFT to address all aspects of human trafficking.

By working collaboratively, UN.GIFT can fill gaps in the global response to human trafficking, reduce duplication of effort and optimize the use of resources. Together, member organizations and others can undertake activities that are beyond their reach when acting alone.

## **3. STRATEGIC AIM AND PRINCIPLES**

### **UN.GIFT's Strategic Aim**

*To end human trafficking through a global multi-stakeholder partnership*

UN.GIFT will increase knowledge and awareness of human trafficking; build capacity of State and non-state actors; and foster partnerships for joint action against human trafficking.

### **UN.GIFT Principles**

To facilitate the achievement of its mission, ensure that its distinctive role as an inter-agency initiative is clear, and ensure transparency with regard to the basis for its decisions on activities, UN.GIFT has established a set of principles. These principles will be used as a framework against which decisions on all UN.GIFT activities will be reviewed.

#### *1. UN.GIFT will be more than the sum of its parts*

UN.GIFT will only operate in those areas and in relation to those activities where it is able to add value as an inter-agency mechanism to the work and capacities of its member organizations and through its strategic partnerships.

#### *2. UN.GIFT will operate as an inter-agency mechanism*

UN.GIFT recognizes the multi-dimensional nature of human trafficking and the comparative advantages of its members. It will maximise collaboration between the Steering Committee member organizations and strategic partnerships with other stakeholders, to advocate for common standards and approaches and to share expertise and experience, thereby reducing duplication of effort and optimizing use of resources. Consultations and coordination among SC members and other concerned stakeholders will take place from the inception stage onwards of any new initiatives, plans or ideas.

#### *3. UN.GIFT will maintain a rights-based approach*

UN.GIFT will integrate and promote a rights-based approach to combating human trafficking. A right-based approach can best be described as a conceptual framework that is normatively based on international human rights standards and that is operationally directed to promoting and protecting human rights. Such an approach requires careful consideration of the ways in which human rights violations arise throughout the trafficking cycle, as well as States' obligations under international human rights law. It seeks both to identify and redress the discriminatory practices and distributions of power that underlie trafficking, that maintain impunity for traffickers, deny justice to victims of trafficking, and sustain trafficking as a profitable criminal business.

*4. UN.GIFT will be a resource for the anti-trafficking sector*

UN.GIFT will seek to be a service to the entire anti-trafficking sector through engagement and consultation and by providing access to knowledge, successful and innovative approaches, expertise and experience. It will act as a resource hub of best practice for anti-trafficking stakeholders and encourage cooperative responses at global, regional and national levels in a manner that is consistent with international standards.

*5. UN.GIFT will build on the cumulative knowledge gained from past and present trafficking interventions*

UN.GIFT will seek to identify, integrate into its work and promote the most important and promising developments in the field of anti-trafficking. To this end it will look for good practices and lessons learned within and beyond the work of its member organizations to include that of States, civil society and the private sector.

*6. UN.GIFT will support effective implementation of the Trafficking in Persons Protocol*

The Trafficking in Persons Protocol has been acknowledged as the most important international instrument in the field of human trafficking. The majority of States are party to it and are under a legal obligation to implement its provisions. UN.GIFT will work to assist Member States in their effective implementation of the Protocol.

*7. UN.GIFT will work to strengthen existing policies, strategies, plans and structures*

UN.GIFT will organize its work in a way that strengthens and promotes existing policies, strategies, plans and structures, most particularly the United Nations Global Plan of Action against Trafficking in Persons. Recognising also that anti-trafficking actions should be embedded within broader UN coordination and policy agendas, UN.GIFT will also work to follow and fit its efforts within these strategic international imperatives as well as to support and feed into the UN system-wide coordination role of ICAT.

*8. UN.GIFT will prioritise activities with lasting impact*

UN.GIFT activities will be chosen with a view to their potential to have lasting impact, fill clear gaps and be replicated or expanded. They will aim to bring about systemic change. The focus will be on maximizing shared resources to ensure cost-effectiveness.

*9. UN.GIFT will evaluate the impact and outcomes of its activities*

UN.GIFT will measure and evaluate the impact and outcomes of its work. UN.GIFT will also seek to evaluate overall impacts of thematic and cross-sector anti-trafficking

interventions where this would significantly support ongoing efforts. In addition to providing important insights for future work, this commitment is expected to contribute to greater understanding of impact evaluation and improved expertise within the broader anti-trafficking sector.

*10. UN.GIFT will strive for technical excellence and relevance*

UN.GIFT as the only global AHT inter-agency mechanism for cooperative action will strive to produce the best results possible, incorporating the lessons and experiences gained from the sustained work of the anti-human trafficking sector over more than a decade, as well as relevant expertise and experiences from other sectors. To advance this principle, a review process will be established to ensure the quality of any guidance tools or other resource material produced by UN.GIFT.

*11. UN.GIFT will work with and for victims of trafficking and those at risk*

UN.GIFT will put victims of trafficking and those at risk at the centre of its activities.

UN.GIFT will explore opportunities for victims to play a more significant role in the fight against trafficking, by giving victims and their peers at risk a voice and offering them appropriate space to express their views, perspectives and stories. UN.GIFT will ensure that the invaluable insight provided by the victims and where appropriate, those at risk are properly reflected throughout all components of this strategy and its activities.

This principle will be further strengthened through capacity development activities and initiatives which will be provided to former victims of trafficking, within the framework of joint programmes as well as thematic and sector-specific projects.

#### **4. KEY STAKEHOLDERS**

The global fight against trafficking in persons involves a varied collection of individuals, organizations and networks working across sectors. Governments at the national, regional and global level are working together with inter-governmental and non-governmental organizations on prevention, protection, prosecution and policy development in order to combat human trafficking. More recently, the private sector has begun to get more involved.

Across the diverse and vibrant spectrum of anti-trafficking efforts, there is a strategic need to better work together in a coordinated and cooperative fashion. UN.GIFT is uniquely placed, through its member organizations, to meet this need.

## **Member States**

UN.GIFT works to support Member States in their efforts to combat human trafficking, including through assisting them in implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children and the United Nations Global Plan of Action to Combat Trafficking in Persons. Member States will provide guidance with respect to the overall direction of UN.GIFT, including through the Commission on Crime Prevention and Criminal Justice and the Conference of Parties to the UN Convention against Transnational Organized Crime.

## **Steering Committee**

The role of the Steering Committee is to set UN.GIFT priorities and guide implementation of activities for the purpose of realizing its objectives. The Steering Committee is made up of the International Labour Organization (ILO), the International Organization for Migration (IOM), the Office of the High Commissioner on Human Rights (OHCHR), the Organization for Security and Co-operation in Europe (OSCE), the United Nations Children’s Fund (UNICEF), and the United Nations Office on Drugs and Crime (UNODC). Each member organization has a distinct mandate relating to trafficking in persons, summarized below:

**International Labour Organization** – The mandate of ILO is to protect the interests of workers, including when employed in countries other than their own. ILO addresses root causes of social injustice in the world of work and promotes decent work. The Conventions adopted by ILO that are of most relevance to human trafficking are those on forced labour, child labour and migrant workers. Other relevant ILO Conventions include those on gender equality and discrimination, employment policy, private employment agencies, labour inspection, safety and health at work. The Roadmap for Achieving the Elimination of the Worst Forms of Child Labour by 2016 provides further guidance with regard to child trafficking. Given its tripartite structure, ILO promotes the engagement of workers’ and employers’ organisations in the fight against trafficking.

**International Organization for Migration** – IOM works to address trafficking in persons as part of its broader mandate to promote humane and orderly migration for the benefit of migrants and society. The Organization’s integrated approach is characterized by interventions to protect migrants who are victims of trafficking and exploitation with an individualized direct assistance response. It includes efforts to prevent trafficking by encouraging safe and informed migration among aspirant migrants, while reducing the demand for the goods and services produced by migrants who are subjected to exploitation, including victims of trafficking. IOM also works with its 132 member states to develop effective anti-trafficking policies and procedures at regional and national levels.

**Office of the High Commissioner on Human Rights** – OHCHR’s anti-trafficking program focuses on the integration of human rights into anti-trafficking initiatives at the legal, policy and program levels. Its anti-trafficking work is based on a dual strategy that addresses prevention through focusing on the root causes creating vulnerability, such as economic disparities, conflict and discrimination, as well as reinforcing victim assistance and protection. In promoting and advocating a human rights-based approach to anti-trafficking, OHCHR is guided by two fundamental considerations: human rights must be at the core of any credible anti-trafficking strategy; and anti-trafficking initiatives must not in any way adversely affect the rights of trafficked persons or those vulnerable to trafficking.

**Organization for Security and Co-operation in Europe** – The fight against trafficking in human beings, as a cross-dimensional issue, has become a priority of the OSCE, which applies the OSCE concept of common and comprehensive security and its three dimensions (politico-military, economic and human dimension) to address this grave crime and human rights violation. The Organization works closely with its 56 participating States and Partners for Co-operation to catalyse political will at the national level in countries of origin, transit and destination, to facilitate dialogue and better co-ordination and co-operation in combating all forms of trafficking in human beings, to increase capacity and involvement of all relevant stakeholders, be they state institutions or civil society, and in developing zero tolerance towards slavery and exploitation of trafficked persons.

**United Nations Children’s Fund** – UNICEF’s mandate to protect children from all forms of violence, abuse and exploitation is based on the Convention on the Rights of the Child (CRC). UNICEF works in both development and emergency contexts. Children deprived of their rights are vulnerable to numerous forms of exploitation including trafficking and exposure to multiple forms of abuses, violence and exploitation including sexual exploitation, forced marriage, illegal adoption, cheap or unpaid labour. Trafficking violates their rights to be protected, depriving them of the right to reach their full potential. Hence UNICEF works to prevent and respond to these violations. The Optional Protocol to the CRC on the Sale of Children, Child Prostitution and Child Pornography provides added impetus to combat child trafficking.

**United Nations Office on Drugs and Crime** - UNODC has a general mandate to address transnational organized crime. The Trafficking in Persons Protocol, supplementing the UN Convention against Transnational Organized Crime (UNTOC), provides the legal and conceptual framework for UNODC’s work in the area of human trafficking, as custodian of the Protocol. It focuses on the criminal justice system response to human trafficking, and also includes further provisions on victim protection and assistance, and preventive measures. UNODC serves as the secretariat of the Conference of the Parties to UNTOC and its protocols, is the coordinating agency for the Inter-Agency Coordination Group against Trafficking in Persons and is the fund manager of the UN Voluntary Trust Fund for Victims of Human Trafficking.

## **Other Stakeholders**

In addition to the SC member organizations, UN.GIFT will also work collaboratively and in consultation with a broader group of stakeholders. This includes those who have experienced trafficking, those who may be vulnerable to trafficking and all organizations and individuals working, or potentially working, to combat the problem. In particular, UN.GIFT will seek to create opportunities for the voices of trafficked persons to be heard more clearly in the discourse on solutions to human trafficking.

UN.GIFT will also work with international and regional organizations; victim support providers and other civil society organizations; the private sector; media; academic institutions; and workers' and employers' organizations. These strategic partnerships and consultation processes are described under the Promoting Global Dialogue section below.

## **5. PROGRAMME DESCRIPTION**

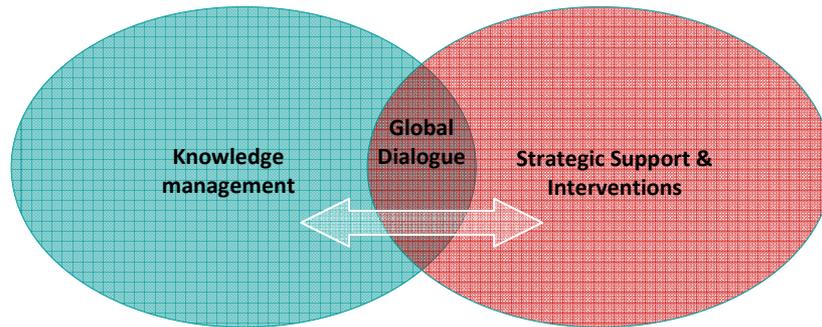
**UN.GIFT's core activities will fall within three broad and intersecting areas of work.**

**A. Knowledge Management:** The objectives of this component are to (a) facilitate the use and dissemination by all stakeholders of the existing knowledge on human trafficking; (b) manage the existing knowledge base on human trafficking by identifying knowledge gaps and research needs and by assessing the quality of available data and information on trafficking; and (c) engage all stakeholders in contributing to the expansion of the knowledge base on human trafficking.

**B. Strategic Support and Interventions:** The objective of this component is to support coherence in and implementation of effective anti-trafficking responses across the sector and at all levels. The component will include inter-agency support to Member States at national and regional levels as well as targeted, ground-breaking and innovative projects focusing on specific themes or sectors, in cooperation with UN.GIFT's other stakeholders: civil society, private sector, employers' and workers' organizations and victims of trafficking.

**C. Global Dialogue:** The objective of this component is to establish a platform for global dialogue with victims and survivors, inter- and non-governmental organizations, workers' and employers' organisations and the private sector, which will enable UN.GIFT to inform, and be informed by, the broader anti-trafficking community.

The diagram below highlights the cross-cutting nature of all the activities developed and implemented under the Knowledge Management and Strategic Support and Interventions components. The Global Dialogue component highlights how interaction with all stakeholders in the anti-trafficking sector feeds into and reinforces the work of the other two components.



**D. Ensuring Inter-Agency Coordination and Co-operation:** The objective of this component is to ensure that the UN.GIFT-related work of the Steering Committee organizations is co-ordinated and to facilitate the co-operation of the organizations when undertaking multi-agency work on trafficking in persons.

The overall programme will be implemented over a period of three years (2012-2014). During the first year of programme implementation, UN.GIFT will set up systems and processes, such as the knowledge management system, quality review process, agreed joint checklist and consultation process, which will lead to a better informed and targeted work plan of more specific interventions and approaches.

**A. Knowledge Management**

***Objective:*** To (a) facilitate the use and dissemination by all stakeholders of the existing knowledge on human trafficking; (b) manage the existing knowledge base on human trafficking by identifying knowledge gaps and research needs and by assessing the quality of available data and information on trafficking; and (c) engage all stakeholders in contributing to the expansion of the knowledge base on human trafficking.

***Current situation:*** Over the past decade, since the adoption of the Trafficking in Persons Protocol and a corresponding increase in anti-trafficking programmes, independently verified examples of activities that have had a significant impact on trafficking remain few. While progress has been made in many areas, valuable resources continue to be used sub-optimally, for example when activities are designed with little or no evidential basis or unnecessarily duplicate work already done. There is a pressing need to consolidate all available information to support a better coordinated and evidence-based approach and best harness the combined inputs and resources of stakeholders in the sector.

***The way forward:*** The Knowledge Management component will aim to ensure that anti-trafficking interventions throughout the sector are based on the best available information and evidence, including information on existing programmes, emerging trends, and new approaches from all involved stakeholders. It will ensure maximum accessibility of information and knowledge for stakeholders across the anti-trafficking sector, not only through its appropriate documentation and

*dissemination, but also through translation of important documents into different languages and communication through a broader variety of media – in order to get information to the people who need it most. It will also ensure that the knowledge base on human trafficking is further expanded, identifying and filling gaps in understanding and keeping knowledge up-to-date and dynamic.*

## **1. Consolidating the Virtual Knowledge Hub**

The UN.GIFT Hub<sup>10</sup> was developed in 2010 and acts as a repository for documents and other resources produced through anti-trafficking activities. In the next phase, the Knowledge Hub will evolve beyond a repository for documents and will manage, organise, assure the quality and maximise accessibility to stakeholders of all information. The Hub, through its knowledge management system, will act as the central platform bringing together the broadest possible array of stakeholders to engage on technical approaches in all thematic areas. By helping to ensure projects are supported by the best available information, UN.GIFT will promote efficient use of overall resources in responding to trafficking anywhere in the world.

Crucial to the success of the UN.GIFT Hub will be the wide-scale communication and dissemination to anti-trafficking stakeholders, including civil society and donors, of its information and updated resources. The Hub will have a user-friendly interface with an easy and accurate search facility. Accessibility of resources will be increased through the translation of selected documents in various languages, according to demand and need. Use of alternative media methods, such as audio podcasts, will also be explored.

The UN.GIFT Hub will also be used to support new ways of sharing information and facilitating communication, including through the use of cross-media. Using the mechanisms developed for e-discussions and e-seminars, stakeholders can communicate and discuss anti-trafficking strategies, policies and programmes. Areas of the Hub may also be kept for specific sectors, such as a 'Government Hub' to collect national anti-trafficking legislation, national programs and national action plans, official reports and other related documents. These possibilities would be piloted and established gradually.

Rather than focus resources on the production of stand-alone materials/manuals in the new phase, UN.GIFT will concentrate on the consolidation, recognition and, if needed, support for the improvement of existing resources through the Knowledge Hub. Where new materials are developed, they would be part of wider programmes – for example, a training manual produced as a culmination of several training workshops. Furthermore, before consideration is given to producing 'new' resources, existing resources will be assessed and built on where appropriate.

To encourage information sharing and collaboration with other organizations, the

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<sup>10</sup>[www.ungift.org](http://www.ungift.org)

Knowledge Hub will partner with other reputable Internet portals dedicated to human trafficking resources, especially those focusing on particular regional or thematic areas.

Other possible areas of action identified for the Hub are:

- Identification, analysis and critique of existing TIP-related materials and other resources that will identify best practice and promote common standards and effective approaches; and
- The establishment of a dynamic process which reviews and updates tools and resources at regular intervals (i.e. annually or biennially, depending on the product) taking into account all feedback gathered from end-users.

**Summary of Expected Outcome and Key Outputs:**

***Outcome 1 – UN.GIFT Knowledge Hub a resource for stakeholders***

Output 1.1 – UN.GIFT Hub developed and maintained as knowledge management system

## **2. Improving Knowledge Generation and Accessibility**

### Improving Access to Existing Information

In the past ten years much has been learned with regard to the nature of human trafficking and how to combat it. However, these lessons are not always freely and readily accessible to those working on the problem, particularly but not only people new to the sector. UN.GIFT will work to assist anti-trafficking practitioners to access existing experience and lessons learned.

One way in which this will be done is through an e-learning package, expanding on the current training package for the private sector developed under UN.GIFT's first phase. This package would aim to convey both an understanding of trafficking itself and the principal lessons learned from interventions to date. The process of developing such a package may also help build consensus and provide new insights. This e-learning training tool could be freely available and accessible through the UN.GIFT Hub, through a simple registration process.<sup>11</sup> UN.GIFT will also arrange web seminars by leading experts on selected topics.

### Targeted Research

In addition to consolidating existing information and experience, UN.GIFT will also fill gaps in the current knowledge base. Despite the rich variety of work carried out

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<sup>11</sup>Details of users can be recorded in order to send out updates, publications and news. Any such training would be monitored and followed up with appropriate evaluations.

against human trafficking around the world over the past decade, and despite a major increase in understanding of the problem, knowledge gaps remain. Joint and specialised targeted research and impact analysis, focusing in particular on those areas where further knowledge would lead to better interventions, will be undertaken under this component.

Among the gaps already identified is a lack of clear information on the impacts of thematic interventions such as awareness raising, as well as technical issues such as behavioural analysis of those engaging in trafficking. In the new phase, UN.GIFT will commission at least five such thematic research projects. In doing so, UN.GIFT will engage and collaborate with relevant partners, including universities, research and other academic institutions.

Under this area of work, UN.GIFT will also endeavour to gather data and foster information sharing between organizations. Examples could include quantitative or qualitative information on the number of prosecutions in any given country or region, or numbers of cases identified within a given programme. Organisations in the broader anti-trafficking sector, as well as to some extent member organizations, are commonly reticent to share their data with other organizations. Data protection concerns present challenges to free information sharing. However, agreements between organizations to collect and share information for mutual benefit would make for a much better informed sector. UN.GIFT, as an inter-agency mechanism can encourage and facilitate renewed efforts at joint data collection, sharing and analysis between organizations, including across sectors. This could include through facilitating contributions to the biennial report on patterns and flows of trafficking in persons at the national, regional and international levels mandated under the UN Global Plan of Action and to be produced by UNODC.

***Possible research subjects for consideration:***

- Traffickers – behaviours, motivations and modus operandi
- Private sector successes – value/supply chain analysis
- Impact and relevance of awareness-raising activities
- Impact of specific Government policies; comparisons of effectiveness of different types of policies
- Impact of remedies for trafficked persons
- The economics of human trafficking: cost/benefit analysis of eradication
- Human trafficking as an impediment to achieving the MDGs

**Summary of Expected Outcome and Key Outputs:**

***Outcome 2 – Knowledge expanded***

Output 2.1 – Webinars and e-discussions developed

Output 2.2 – E-learning tool developed and updated

Output 2.3 – Targeted Research products/compendia produced according to stakeholder priorities

### 3. Ensuring excellence and relevance

#### Quality review process

UN.GIFT activities will aspire to reflect the best practice that over a decade of experience can offer. To this end, a quality review process will be established in order to ensure that any guidance, tools or other resources produced by UN.GIFT will be quality assured. The quality review process will be made available to member organizations as well as other strategic partners in order to lay a strong foundation and ensure broad support for future strategic products and resources. In essence, the quality review process will aim to establish a ‘stamp of quality’ for specific knowledge outputs. This process is designed to encourage maximum use of products by different stakeholders by ensuring highest quality.

The review process will, at minimum, involve SC member representatives or their nominees as well as selected experts from the broader anti-trafficking community. The experts will be drawn from a roster and selected according to need, theme or region in order to provide specialised input to specific areas. Such areas may include advising on law and policy reform, action plans, providing high-level support to training initiatives or advising on and reviewing evaluation mechanisms built into programmes and projects. Use of such technical experts will ensure quality and cost-effectiveness. Sufficient time and resources will be allocated to ensure that all UN.GIFT knowledge outputs are subject to this process.

The possibility of a remote mentoring system for government and Civil Society Organizations (CSO) staff working on anti-trafficking using modern communication technology (rather than through travel and attendance) will also be explored where the need arises.

#### **Summary of Expected Outcome and Key Outputs:**

##### ***Outcome 3 – Existing materials improved and made more accessible***

Output 3.1 – Technical Expert Roster established

Output 3.2 – Key materials reviewed and updated through quality review process

Output 3.3 – Key materials tailored and made more broadly available

### 4. Improving Monitoring and Evaluation for the Sector

UN.GIFT will seek to promote effective monitoring and evaluation (M&E) of anti-trafficking interventions by disseminating information on its own and others’ experiences. Through a central mechanism, all outputs delivered under both *Knowledge Management* and *Strategic Support and Interventions* will be monitored and evaluated and the lessons obtained will be collected and disseminated, including through the UN.GIFT Hub. For example, clear and navigable feedback forms will be

included within products and the end-user feedback, suggestions and experience thus collected used to update and refine the products.

At the end of programme implementation, a final independent evaluation of the overall new phase of the programme (2012 – 2014) will be conducted. The independent evaluation will build on the experience of the previous independent evaluation conducted for the first phase of UN.GIFT (2007-2011). Funds for the evaluation of joint programmes and joint sector-specific as well as thematic projects will be built into the budgets of the respective projects

**Summary of Expected Outcome and Key Outputs:**

***Outcome 4 – Impact assessed and lessons learned from UN.GIFT activities***

Output 4.1 – Activities evaluated and impact assessed

Output 4.2 – Lessons learned captured and disseminated

**B. Strategic Support and Interventions**

**Objective:** *To support coherence in and implementation of effective anti-trafficking responses across the sector and at all levels.*

**Current Situation:** *With numerous strategic stakeholders involved in responding to different aspects of human trafficking across the sector, there is a risk of inconsistency on the ground. A lack of coordination of on-the-ground activities often leads to overlapping efforts in some areas and gaps in responses in other areas.*

**The way forward:** *The Strategic Support and Interventions component will aim to improve the ability of anti-trafficking partners to develop their responses to the challenge in a coherent and comprehensive manner. The component will include inter-agency support to Governments at national and regional levels as well as targeted projects focusing on specific themes or sectors, in co-operation with UN.GIFT's other stakeholders: civil society, private sector, employers' and workers' organizations and victims of trafficking. To improve coordinated planning, UN.GIFT member organizations will develop a joint assessments checklist.*

The Strategic Support and Interventions component should not be seen as distinct from the Knowledge Management component. Indeed, activities and outcomes under the Knowledge Management component are essential to the effective delivery of the activities under this component. UN.GIFT's programmes will not duplicate work being done by individual organizations. UN.GIFT will rather support programmes and projects that are i) clearly innovative and ground-breaking and ii) demonstrably more effectively implemented collectively than individually.

## **5. Strategic Support and Interventions for Member States**

In order to support Member States at the national and regional level, UN.GIFT will initiate, through its member organizations and partners in the field, a number of Joint Programmes during the new strategic phase. Joint situational assessments will be supported and carried out by UN.GIFT member organizations, in cooperation with their partners, at regional and local levels. Seed funding from the core UN.GIFT budget will be provided to stimulate others to contribute additional funding, and will be used to: (i) the draw up Joint Programme documents for the respective countries or regions, consisting of short, medium and long term aims and a clear outline of actors and lines of activities; and, in some cases, ii) implement Phase 1 of the programmes. Funds for following phases would be sought from other sources.

Because each organization brings a distinct mandate, perspective, approach and experience to determining needs and gaps, UN.GIFT partners will develop a common needs assessment and progress monitoring checklist, drawing together their existing needs assessment tools and other instruments such as the UN Global Plan of Action. The checklist will assist in determining priority needs for national attention, which will guide States, organizations and other stakeholders in developing clear, manageable and measurable plans to direct their anti-trafficking activities and also serve as a basis for the development of UN.GIFT joint programmes.

The use of the UN.GIFT checklist will be encouraged in future actions where a national or other strategic plan is being drawn up or an existing one is being renewed. As a consistent methodology to measure all aspects of the trafficking response, it can provide comprehensive guidance on reviewing existing structures such as victim identification procedures, criminal justice action or the process of social dialogue, as well as progress in legislative and policy implementation. Such a checklist can aid in development of strategically targeted interventions rather than too broad or exhaustive plans. Furthermore, by clearly defining different aspects of the trafficking response in a consistent manner the checklist will assist in providing the basis for improved monitoring and evaluation.

The checklist is intended to be a practical, technical tool for use by Member States and partners when planning anti-trafficking activities and responses.

Joint Programmes will be developed to respond to the findings of joint needs assessments, described above. The joint needs assessments will be carried out at the request of Member States by independent national and international experts and supported by relevant SC member organizations on the ground, drawing on existing knowledge in country. The team may include staff members of UN.GIFT member organizations where they have appropriate technical skills. The team should be agreed by the organizations and should cover key skills in the areas of prosecution, prevention and protection as appropriate. In order to ensure due account of local perspectives and experiences, the national government and/or relevant regional body will be requested to contribute experts to the team, which

would be in addition to any independently selected national experts. Civil society and other stakeholder sectors will be engaged in this process and may also provide team members as appropriate.

In which countries and regions these assessments will be carried out will be determined by the combined views of Governments and the SC based on their respective organizations' cumulative knowledge about priority geographic areas and needs. UN.GIFT will prioritize those programmes with great potential for impact, replicability and/or scaling up.

Approaches to country/regional selection could include:

- countries at a range of different stages in their response to trafficking
- cluster approach, e.g. countries sharing a common trafficking problem, including within a specific region.

Programmes should initially focus on places with sufficient political will and commitment to maximise the likelihood of success and establish positive examples.

It is anticipated that a substantial proportion of funding for Joint Programmes will be earmarked to support victim support structures, with priority to *direct* victim assistance measures where this is a gap. This reflects the importance of appropriate victim assistance systems, not just in ensuring that the rights of trafficked persons are respected, but also in encouraging more victims to come forward and provide additional information on the basis of which prevention and prosecution efforts can be strengthened.

Support for regional bodies: The UN.GIFT independent evaluation recommended that UN.GIFT should seek to work increasingly with regional bodies. The nature of this co-operation will differ in accordance with the region and the level of anti-trafficking expertise in the regional body. Examples of co-operation could include:

- inviting regional bodies to include representatives in national country assessments and to establish strategically targeted and achievable regional work plans, where countries agree to move forward together.
- capacity building for regional organisations.
- working on extra-regional matters,<sup>12</sup> or on inter-regional trends requiring specific inter-regional responses that a global response may not capture.

**Summary of Expected Outcome and Key Outputs:**

***Outcome 5 – Strategic Support and Interventions provided to Member States***

**Output 5.1 – Methodology and Joint Checklist developed for situational assessments**

<sup>12</sup>For example, ASEM (The Asia-Europe Meeting), an interregional forum, has been concerned about human trafficking amongst other interregional issues, and has commissioned multi-country research and held Senior Official Meetings on the subject. UN.GIFT would be in a unique position to provide support, information and collaboration with existing regional mechanisms against trafficking

Output 5.2 – Joint Situational Assessments undertaken in selected Member States or regions  
Output 5.3 – Joint Programmes developed  
Output 5.4 - Joint Programmes implemented

## **6. Strategic Support and Interventions for Other Stakeholders**

Under this broad sub-area of work UN.GIFT will undertake innovative and collaborative projects focusing on a specific sector or theme related to trafficking in persons. These projects may be pilot programmes to address gaps in the overall response or support other ground-breaking initiatives such as the trial replication of a successful intervention in a new context.

Projects will be agreed upon and initiated by the SC in strict accordance with UN.GIFT's principles and may also involve any other stakeholder. For example, UN.GIFT may wish to collaborate with Governmental and non-governmental funding agencies to support adaptation and sustainable replication of successful models in other areas or regions.

A preliminary list of possible projects is indicated below:

### ***Joint Sector Specific Initiatives***

- Targeted private-public partnerships to pilot recruitment of former victims of trafficking by the private sector in co-operation with victim service providers, thus expanding their options for social integration;
- Capacity building initiatives undertaken for victims;
- Innovative or Effective Projects Award for Civil Society work;
- Collaboration with Trade Unions and Workers' Organizations to promote the use of union officials and labour inspectors in identifying and responding to trafficking;
- Develop social dialogue between employers and trade unions to combat trafficking;
- Programmes for better regulation of recruitment industry;
- Identify and support mechanisms to recognize good practices of business engagement in anti-trafficking work.

### ***Joint Thematic Initiatives***

- Promoting model safe migration channels;
- Supporting the piloting of an alternative credit facility for migrants to prevent debt bondage situations;

- Victim empowerment programmes focusing on self protection and access to legal rights (including labour rights) and decent work; Develop and support innovative organising strategies for the most vulnerable workers;
- Using a ‘corridor approach’ to focus comprehensively on an established trafficking route;
- ‘Children on the Move’ and prevention of trafficking;
- Confiage/placement of children with extended families and the link to trafficking;
- Exploring social inclusion models to prevent trafficking.

**Summary of Expected Outcome and Key Outputs:**

***Outcome 6 - Strategic Support and Interventions provided to other stakeholders***

Output 6.1 – Jointly decided sector-specific and thematic/innovative pilot projects developed and supported

**C. Platform for Global Dialogue**

**Objective:** *The objective of this component is to establish a platform for global dialogue with victims and survivors, inter- and non-governmental organizations, workers’ and employers’ organisations and the private sector, which will enable UN.GIFT to inform, and be informed by, the broader anti-trafficking community.*

**Current Situation:** *A continued and open dialogue among stakeholders is the first step in building strong alliances and partnerships against human trafficking. Currently, there are only few fora where all relevant actors can come together, both virtually as well as in person, to discuss counter-trafficking responses on a regular basis, leading to initiatives, that do not properly reflect the perspective and needs of others.*

**The way forward:** *In the new phase, UN.GIFT will work with a variety of stakeholders such as, victims/survivors, the private sector, workers’ organizations and trade unions, inter- and non-governmental organizations, research institutes and the media in order to strengthen and facilitate dialogue and partnerships in the fight against human trafficking.*

**7. Hearing the voices of trafficked persons**

Ultimately, all anti-trafficking efforts aim to benefit those victimised by trafficking and to prevent further people from being trafficked. UN.GIFT recognises the various innovative and brave projects that have created a supportive space where those who have been trafficked can express not only their stories but also their views.

These victims'/survivors' groups can offer invaluable insight into the way trafficking is responded to. Former victims/survivors speak through a broad variety of media, including videos, training materials, art, writing, interviews as well as more directly through public speaking at conferences.

In order to both acknowledge the value of victims'/survivors' input and to raise the voice and profile of victim groups in the larger fight against trafficking, UN.GIFT will explore opportunities for victims to play a more significant role. Through the development of activities directly with victims' groups, UN.GIFT will seek to ensure the voices of victims are heard and will develop a process by which input from trafficked persons is sought and incorporated in all relevant activities whether strategic or operational. UN.GIFT will work with agencies specialising in victim/survivor assistance to achieve this aim.

It is important to highlight that the safety of victims is paramount, and any involvement of victims will be based upon their full understanding of possible consequences.

**Summary of Expected Outcome and Key Outputs:**

***Outcome 7 – Experiences and perspectives of victims/ survivors documented and disseminated***

Output 7.1 – Opportunities are provided for victims/survivors to participate in, contribute to and benefit from UN.GIFT

## **8. Consultation and co-operation with other stakeholders**

UN.GIFT's aim to provide a value-added service to the broader anti-trafficking sector, facilitating and supporting the overall response to end trafficking in persons, will rely on the input and contribution of the sector itself. A balanced and broad consultation process will enhance the relevance of UN.GIFT and its collective outputs.

To this end, UN.GIFT will set up procedures through which specific and general consultations will be carried out. These may use a combination of communication methods such as those mentioned above in the Knowledge Hub section. Where consultations are held online, information will be disseminated widely, via portals and emails, across all sectors. Where consultations are held physically, it will be necessary to acquire balanced representation from each sector as appropriate, such as national Governments, IGOs, NGOs (of differing sizes, focuses and regions in order to represent this diverse group), workers' and migrants' organizations, employers' organizations and other parts of the private sector.

In addition to sector-wide consultations, and with the assistance of its regional members or partners, UN.GIFT will conduct regular regional consultations to ensure better regional outreach.

UN.GIFT will significantly improve engagement with civil society in order to make better use of the knowledge, experience and insight that NGOs and other civil society actors can bring to the global discourse. The aim is to both facilitate civil society engagement in policy arenas and encourage and support civil mobilization and networking.

Understanding that civil society organizations are already participating strategically at the national, regional and global levels, UN.GIFT will integrate these efforts within both the knowledge management and the strategic support and interventions components.

In order to recognize civil engagement and good practices, and to learn from them, UN.GIFT will create a platform dedicated to showcasing and awarding effective civil society interventions. This could be established through highlighting award-winning interventions to encourage modelling or replication by other organizations and donor support for such initiatives.

As an area of key relevance, UN.GIFT will ensure that a substantial proportion of funding towards joint programmes will be earmarked for victim support structures, with a strong emphasis on direct victim assistance. This will be done through the strategic support and interventions area of work.

It is the search for an opportunity to work that most often motivates people to travel and make choices that can lead them to fall prey to trafficking and exploitation. Consequently, work with the private sector is an integral and indispensable element in the fight against trafficking. Private sector companies have started to address trafficking in various ways. UN.GIFT will build on this engagement and encourage more private sector actors to address trafficking to create much-needed catalysis in the sector. It will also collaborate with employers' organisations that represent small and big enterprises at national levels.

Participation of the private sector is essential to the development of workable policy measures and corporate strategies to prevent and combat human trafficking, and to the promotion of appropriate corporate social responsibility measures. In the new phase, UN.GIFT will build on work from the first phase and collaborate with member organizations to strengthen and facilitate partnerships with the private sector. Opportunities for collaboration can include research, value chain analysis exercises, training and campaigns as well as joint initiatives with civil society such as creating employment opportunities for victims/survivors or promoting alternative credit facilities for migrants to prevent trafficking and exploitation.

Workers' organizations and trade unions have a key role to play in preventing, identifying and acting against exploitation in a work place. UN.GIFT will work to support trade unions and other labour organizations in fighting trafficking, including informing workers about their rights, targeting and organising of vulnerable workers, monitoring of labour standards, employers and recruiters, promoting decent

working conditions and identifying cases of exploitation and strengthening social dialogue on trafficking. This co-operation may include, for example, support for training activities, awareness-raising at the enterprise level and involvement of trade unions in research activities.

UN.GIFT will also aim at increasing knowledge on the issue of human trafficking among different stakeholders and raising visibility of its inter-agency response. Targeted information and educational campaigns will be carried out around jointly selected events. Advocacy messages and tools will be developed in partnership with key stakeholders such as the private sector and civil society. Furthermore, UN.GIFT will engage with opinion leaders for the promotion and support of UN.GIFT activities.

**Summary of Expected Outcome and Key Outputs:**

**Outcome 8 – Stakeholders experience and perspectives reflected in UN.GIFT’s activities and awareness on the issue of human trafficking and inter-agency work increased**

Output 8.1 - Opportunities provided for external stakeholders to participate in, contribute to and benefit from the Knowledge Management and Strategic Support work of UN.GIFT

Output 8.2 - Increased awareness and support to inter-agency activities

#### **D. Ensuring Inter-Agency Coordination and Co-operation**

**Objective:** *The objective of this core activity is to ensure that the UN.GIFT-related work of the Steering Committee organizations is co-ordinated and to facilitate the co-operation of the organizations when undertaking multi-agency work on trafficking in persons.*

**Current Situation:** *Over the course of the first phase of UN.GIFT , the role of the Steering Committee has evolved steadily from a more advisory function into a more participatory joint oversight mechanism. Currently, the role of the Steering Committee is to provide advice on the substantive implementation of the Project and to act as its coordinating body.*

**The way forward:** *UN.GIFT has a core competency to foster cooperation through its Steering Committee. In the new phase, the Steering Committee will become an effective and fully-functioning mechanism for inter-agency co-ordination and cooperation and will guide UN.GIFT’s implementation of activities.*

## 9. Ensuring Inter-Agency Coordination and Co-operation

This activity lies at the core of all UN.GIFT’s work. It captures both the work of the UN.GIFT secretariat to co-ordinate with all Steering Committee members, and also the work undertaken by the Steering Committee members themselves to initiate UN.GIFT activities and implement them within their own organizations.

The Steering Committee, through the UN.GIFT focal points in each member organization, will provide oversight and direction on substantial issues related to specific joint programmes/projects, activities, initiatives carried out throughout programme implementation. Specifically, SC focal points will jointly:

- (i) Advise on resource allocation as per the current strategy;
- (ii) Decide on tools and mechanisms to be developed under UN.GIFT;
- (iii) Guide the development and implementation of joint programmes and projects, by selecting relevant countries or regions, themes and sectors;
- (iv) Facilitate the development of partnerships;
- (v) Support the identification, collection and dissemination of good practices and lessons learned;
- (vi) Provide substantial inputs to and guidance on the UN.GIFT HUB content;
- (vii) Engage in joint fundraising activities
- (viii) Ensure that initiatives are topical, contain novel approaches and opportunities to learn and share, and have the potential to make a difference in the lives of victims of trafficking and those at risk.

Steering Committee members will also facilitate and support the regional representation of UN.GIFT through SC member organization’s regional/local offices.

### Summary of Expected Outcome and Key Outputs:

***Outcome 9 – Improved functioning of the UN.GIFT Steering Committee as an inter-agency cooperation mechanism against human trafficking***

Output 9.1 – Steering Committee member organizations coordinated to support and implement work of UN.GIFT

Output 9.2 – Enhanced regional partnerships

## 6. PROGRAMME MANAGEMENT, REPORTING AND IMPLEMENTATION ARRANGEMENTS

To reinforce its inter-agency foundation, UN.GIFT will move to a new level of programme management, reporting and implementation arrangements in the new strategic phase, which will enhance the collaborative nature of the way UN.GIFT works. The management arrangements are described below.

## **Governance**

The Report of the Secretary-General of 7 July 2009 on the implementation of Resolution 63/194, states that: *“The United Nations Global Initiative to Fight Human Trafficking (UN.GIFT) is managed by the United Nations Office on Drugs and Crime (UNODC) in co-operation with the International Labour Organization, the International Organization for Migration, the Office of the United Nations High Commissioner for Human Rights, the Organization for Security and Co-operation in Europe and the United Nations Children’s Fund.”*

UNODC is governed by the Commission on Crime Prevention and Criminal Justice (CCPCJ) in regard to UNODC’s activities on crime prevention and criminal justice. The Commission was established by the Economic and Social Council and serves as the principal policymaking body for the UN, and coordinates relevant activities, on matters of crime prevention and criminal justice. The Commission also governs the operations and budget of the UN Crime Prevention and Criminal Justice programmes and develops programmatic mandates to be carried out by UNODC.

In decision 16/2, the Commission stressed *“... the importance of conducting UN.GIFT in full compliance with the mandate and decisions of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime.”*

UNODC serves as the Secretariat to and is mandated by the Conference of the Parties to the United Nations Convention against Transnational Organized Crime (UNTOC), which was established to improve the capacity of States Parties to combat transnational organized crime and to promote and review the implementation of this Convention.

UNODC will report to the CCPCJ and the Conference of Parties to the UNTOC on the progress of UN.GIFT, as directed by the UN.GIFT Steering Committee. Other UN.GIFT SC member organizations have their own specific governance structures, which must be respected in the context of their participation in UN.GIFT. Each organization will be responsible for ensuring that its governance structure is kept fully informed of UN.GIFT progress.

## **Programme Management**

The UN.GIFT Secretariat will continue to be hosted within UNODC. The SC will set priorities, oversee and guide implementation of activities. It will also advise on resource allocation, for the purpose of realizing its objectives. The UN.GIFT Secretariat will regularly report to the SC on overall activities and expenditures. On a day-to-day level, a senior manager, appointed by UNODC in consultation with the SC, will manage the Secretariat. As the principal recipient of UN.GIFT funds, UNODC will

in turn remain ultimately accountable for meeting fiduciary and administrative responsibilities.<sup>13</sup>

### **UN.GIFT Secretariat**

The functions of the UN.GIFT Secretariat will include coordination and facilitation duties and core programmatic responsibilities. Specifically, the UN.GIFT Secretariat's main functions will include: inter-agency advocacy, communication and coordination and support to the Steering Committee. The Secretariat will support UN.GIFT in continuing to develop its partnerships, communications and advocacy work with all stakeholders at the strategic level. This includes working with high-level advocates, such as those for victim support, or facilitating relationships with advocates together with specific projects or organizations on the ground.

In order to give these functions the credibility and resources they deserve, it is vital that facilitation work be explicitly included in this strategic plan. This will ensure that the secretariat's main function remains the support of inter-agency work, while retaining some programmatic functions to support the core projects of UN.GIFT.

### **Steering Committee**

The chairing and co-chairing of the SC will rotate between member International Inter-Governmental Organizations every 12 months. All member organizations will agree and sign a joint Letter of Agreement enumerating their joint responsibilities under UN.GIFT. SC members will strive to reach consensus on decisions but may jointly decide to implement an activity as long as no one member strongly objects. The existing SC Terms of Reference will be further updated and agreed to reflect these and any other agreed changes.

The strategy has an inbuilt component to ensure that SC members will have sufficient capacity both to contribute to UN.GIFT. The SC members will be involved to the extent its institutional structures allow.

SC member organizations will be granted sufficient financial support to enable them to both contribute to UN.GIFT and to implement agreements made within UN.GIFT in their work. Where required, this can take the form of support for sufficient human resource capacity.

In cases where UN.GIFT decides to undertake work on themes that fall within the remit of specialized member organizations, complementary bilateral agreements made between UN.GIFT (through UNODC) and those specialized organizations to implement specific initiatives will be considered.

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<sup>13</sup> Where another SC member is the principal recipient of UN.GIFT funds, that SC member agency would be accountable for meeting fiduciary and administrative responsibilities for those funds.

Given UN.GIFT's central inter-agency character, and the time and effort inherent in developing and undertaking multi-stakeholder work, the costs associated with inter-agency work will be reflected in resource allocation planning.

Key international inter-governmental organizations with a mandate that relates to trafficking in persons and with an interest in sharing members' responsibilities may be invited to join the SC. Regional inter-governmental organizations with a mandate relating to trafficking may also be invited to join the SC but will not have chairing responsibilities, due to UN.GIFT's global scope of activities. Any new members to the Steering Committee will be considered after an initial 12 to 18 months of the new phase in order to allow existing members to re-organise under the new plans. The SC members will then determine how additional members are selected and accepted.

### **Consultation and co-operation with other Partners**

UN.GIFT will consult and cooperate with partners as well as the broader anti-trafficking community on significant decisions,<sup>14</sup> under the direction of the SC. The consultation mechanism established under the Global Dialogue component will be used in this regard.

### **Relationship with ICAT**

ICAT, the Inter-agency Coordination Group on Trafficking in Persons, was officially established in 2006 through General Assembly Resolution 61/180 to improve the coordination of efforts against trafficking in persons. In 2010, ICAT's role was further strengthened through the adoption of the Global Plan of Action to combat trafficking in persons.

A decision was taken then, that the chair of ICAT rotate amongst its member organizations. In addition, an ICAT Working Group was formed which consists of the member organizations that are most active in advancing the work of ICAT. The current members of the Working Group are ILO, IOM, OHCHR, UNHCR, UNICEF and UNODC, although the membership in the Working Group is open to any interested international organization.

ICAT is increasingly focusing its efforts on policy consultations and the development of jointly-formulated policy guidelines on measures to prevent and combat human trafficking that will seek to enhance evidence-based planning and coordination of anti-trafficking responses. The first of these papers, *An analytical review: 10 years*

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<sup>14</sup> This may include technical or strategic decisions such as which thematic areas to focus on or which countries and regions could most benefit from UN.GIFT's more direct support.

*on from the adoption of the UN Trafficking in Persons Protocol*, was published during the Conference of the Parties to the Organized Crime Convention in October 2010.

In the past, there have been concerns of overlap and duplication of work of ICAT and UN.GIFT. While both groups ensure inter-agency coordination, they operate at distinct, but complementary, levels. ICAT has a broader membership of UN agencies and its work over the last few years has been focused on the policy-level. UN.GIFT is made up of a smaller number of agencies, including one regional organization, that conduct operational work in the field of trafficking in persons and the work of UN.GIFT is focused on the operational level. As a result, ICAT and UN.GIFT can create synergy by strengthening inter-agency cooperation at both the policy and operational levels. ICAT will continue to set policy-level guidance for its member organizations, while UN.GIFT will design inter-agency pilot projects or knowledge-sharing tools that would implement the policies and priorities of ICAT. Once lessons are learned by the operational work of UN.GIFT, this information can be provided back to ICAT who can consider this in the development of new policies or the refinement of existing policies and guidance.

### **Financing**

It has been agreed that all SC member organizations, subject to the specific regulatory restrictions within each respective organization and their different approaches to resource mobilization, will have equal and shared fundraising responsibilities for UN.GIFT.

Fiduciary responsibilities towards donors will remain with UNODC. This will not preclude funds and donations coming into UN.GIFT through any of the other member organizations, for instance to support field activities such as Joint Programmes, in which case the fiduciary responsibilities for those particular funds would remain with that respective organization.

### **Risk Management**

The major strength of UN.GIFT, its inter-agency nature, also presents perhaps its biggest risk. As highlighted, different organizations have different perspectives on the trafficking problem and how to address it. There is overlap among the mandates of the different organizations and this is exacerbated by the fact that many staff in the anti-trafficking field face internal imperatives to raise money for their particular organization. These factors can lead to competition, which can undermine efforts to work collaboratively, complicate initiatives to rationalise the use of resources, and erode support to inter-agency processes. Such concerns also apply to UN.GIFT itself, if it is seen as being in direct competition to stakeholders for funding.

UN.GIFT's primary tool to minimise these risks is its set of principles, as these set out how UN.GIFT will work in a clear and transparent manner using a collaborative and consultative process from the outset. In particular, these highlight how UN.GIFT is

committed to being seen as a service to the anti-trafficking sector and to working only where it can add value to the work of others. UN.GIFT will not undertake tasks that are already being implemented by individual organizations, or are better implemented by individual organizations due to existing field presence, capacities, or expertise.

A second risk is that UN.GIFT may be seen as existing for and belonging solely to the member organisations of its SC. UN.GIFT will address this risk in a number of ways. In particular, activities under the Global Dialogue component will provide a vehicle for stakeholders from all sectors of the anti-trafficking response to contribute to the direction and priorities of UN.GIFT. In addition, all products and tools produced by UN.GIFT will not only be made publicly available, but also provide built-in opportunities for feedback. Key documents and resources will be translated into other languages to broaden reach. This commitment to feedback and consultation will also be crucial in managing another potential risk, that UN.GIFT activities are not seen as relevant by the wider anti-trafficking community.

The level of political will and capacity to address trafficking varies considerably across Member States and can lead to preferences as to how anti-trafficking interventions should be selected, developed, targeted and implemented. These preferences may not necessarily be supported by the evidence and knowledge base. For example, the majority of trafficking prevention activities currently take place in source areas, generally far away from the exploitation they are intended to prevent.

To minimise these risks, UN.GIFT will consult regularly with Member States to identify and anticipate possible areas of conflict and take steps to prevent or minimise the conflict and any potential consequences. UN.GIFT will also focus its initial efforts in this phase on countries and regions where there is demonstrated political commitment. While the value of advocating for increased commitment in other countries will not be ignored, UN.GIFT considers the current priority is to invest resources where they can have the greatest impact in order to expand the range of success stories and act as an encouragement for further action.

Finally, through the Steering Committee and Member State reporting process, UN.GIFT will monitor activity implementation on an ongoing basis and ensure any necessary corrective actions are taken. This will include an annual review in conjunction with the development of the coming year's workplan.