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"Moving Forward:

Promoting Greater Efficiency and Effectiveness
in the Fight against Trafficking in Human Beings
in Kosovo"



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**"MOVING FORWARD: PROMOTING GREATER EFFICIENCY AND
EFFECTIVENESS IN THE FIGHT AGAINST TRAFFICKING IN HUMAN
BEINGS IN KOSOVO"**

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Rapid Assessment Report on the Capacity Building Needs of the Anti-trafficking Stakeholders in the view of establishing Pool of Trainers

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LIST OF ABBREVIATIONS

Abbreviation	Meaning
AT	Anti-Trafficking
CSO	Civil Society Organisation
Table Content Style	Table Content Style
EPLO	European Public Law Organization
IOM	International Organization for Migration
KMOP	Family and Childcare Centre
M&E	Monitoring and Evaluation
MLSW	Ministry of Labour and Social Welfare
NATC	National Anti-Trafficking Coordinator
NRM	National Referral Mechanism
ONATC	Office of the National Anti-Trafficking Coordinator
PVPT	Centre for Protection of Victims and Prevention of Trafficking in Human Beings
SOP	Standard Operating Procedures
THB	Trafficking in Human Beings
TNA	Training Needs Assessment
ToT	Training of Trainers
TRM	Transnational Referral Mechanism
VoT	Victims of Trafficking
WINPRO	Witness Protection Programme

1. SUMMARY

The purpose of this Training Needs Assessment (TNA) is to assess the capacity building needs of the main institutions responsible for the coordination of the anti-trafficking efforts in Kosovo, namely the National Anti-trafficking Coordinator (NATC) and his office (ONATC) and by extension the rest of the members of the National Anti-Trafficking Authority, to guide the development of a relevant capacity building plan and training programme that will be delivered in the course of project implementation in line with National Strategy and Action Plan against Trafficking in Human Beings 2015-2019.

Through this TNA we gathered necessary information and assessed the capacity building needs with the purpose of assessment of NATC/ONATC needs on the one hand and on the other, of drafting a Training of Trainers (ToT) programme for the establishment of a pool of trainers to strengthen implementation of anti-trafficking policy and related measures and support in the future the work of the NATC/ONATC in building the capacities of key anti-trafficking stakeholders in accordance with emerging trends and developments in the field. The main goal of this initiative is the training on National Referral Mechanism (NRM) and Standard Operating Procedures' (SOPs) implementation. The capacity building will target the National level- aiming at strengthening the coordination and implementation mechanisms among stakeholders (rule of law, prevention and protection stakeholders) dealing with trafficking issues, improve long term (re)integration of VoT, advance standards in adequate implementation of the Anti-trafficking National Strategy and Action Plan 2015-2019, as well as functioning of the National Referral Mechanism (NRM) and SOPs implementation.

The assessment of the capacity building needs of the NATC/ONATC has been implemented in close consultation (meetings and interviews) with the key stakeholders comprising the National AT Authority, i.e. the NATC/ONATC structure itself and the rest of the members and through desk research with the aim to assess possible skill and knowledge gaps, as well as relevant stakeholders' strengths to guide the development of a comprehensive training programme.

The TNA identified gaps in strategic planning and strategy development skills that require action towards NATC and ONATC specifically, as they have a direct implication on the next strategy.

Gaps were also identified in data collection and monitoring mechanisms used.

Based on the assessment conducted, three key issues were identified:

1. There is a need for building capacities in strategic planning, as well as M&E mechanisms
2. There is a need to advance stakeholder engagement and coordination
3. There is a need to establish a pool of trainers able to provide training to local stakeholders under the coordination of NATC/ONATC

The findings and conclusions drawn herein have been used for the development of a draft Training Programme, which is provided in Annex 1. Draft Training Programme.

2. INTRODUCTION

The purpose of this Training Needs Assessment (TNA) is to assess the capacity building needs of the main anti-trafficking stakeholders, and specifically of the National Anti-trafficking Coordinator (NATC) and his Office (ONATC), to guide the development of a relevant capacity building plan and training programme in line with National Strategy and Action Plan against Trafficking in Human Beings 2015-2019. This TNA is conducted within the framework of the EU funded project “Moving Forward – Promoting Greater Efficiency and Effectiveness in the Fight against Trafficking in Human Beings in Kosovo” implemented by Family and Childcare Centre (KMOP) in cooperation with European Public Law Organization EPLO (GR) and Centre for Protection of Victims and Prevention of Trafficking in Human Beings (PVPT) in Kosovo (funded by the EU Office in Kosovo). The Project commenced in January 2017 and will last until January 2020 with the overall objective to increase the efficiency and effectiveness of the fight against Trafficking in Human Beings (THB) in Kosovo by increasing the ability of the Kosovo institutions to effectively coordinate and implement all anti-THB efforts, in line with EU Acquis best practices and Kosovo’s overall development priorities.

As outlined in the Project inception report, there is a need to conduct joint trainings of key actors (police, victim advocates, social workers, prosecutors, judges and shelter providers) involved in the National Referral Mechanism (NRM), with the aim to strengthen the institutional response to human trafficking, enhance implementation of SOPs and advance inter-institutional cooperation and coordination amongst them. Based on the input obtained in the inception phase of the project, the optimum way to achieve this is through a pool of trainers, who will undertake central role in the further training of local actors and professionals directly or indirectly involved in the anti-trafficking field. For this reason, it is proposed to address the long-term capacity building needs of the National Authority’s members through the delivery of a Training of Trainers (ToT) Programme to a small group of trainers-to-be that will be selected in cooperation with the NATC and his Office. It should be highlighted that the delivery of the Programme should be scheduled having in mind the planned development of other relevant project products, such as the transnational SOPs.

The work undertaken in conducting this TNA was focused on identifying both the strengths and the needs of the main anti-trafficking stakeholders and the key competences of the NATC/ONATC in order to develop an effective capacity-building programme that will build the needed capacity to implement the AT National Strategy. Therefore, the voice of the various stakeholders is essential in building the content of the training programme that would equip the pool of trainers with the skills, knowledge and attitudes towards dealing with the AT issues and effectively and efficiently combatting THB in Kosovo. Priorities identified from the TNA, together with input from other key stakeholders and information on the targeted training activities will be included in the training plan. A draft Training Plan is provided in Annex 1 drawing from the conclusions and recommendations presented in chapter 6- Conclusions and Recommendations.

3. BACKGROUND INFORMATION

The fight against Human Trafficking is a key Government priority in Kosovo and one of the main prerequisites toward EU accession. This is reflected in the latest National Strategy against THB (National Strategy 2015-2019) which clearly states that trafficking is a violation of human rights and one of the most aggressive forms of organized crime that undermines Kosovo's society. Human dignity is ranked as one of the fundamental human values in the highest legal act, the Constitution of the Republic of Kosovo, therefore, the institutions of the Republic of Kosovo are committed to undertake all necessary measures to ensure this value effectively and in addition, to protect the people of Kosovo from the negative phenomenon of trafficking in human beings and also to protect and promote human rights for all victims of trafficking, regardless of race, ethnicity or gender (National Strategy 2015-2019).

The structure of the NATC and the corresponding Office (ONATC) was introduced in October 2003 coinciding with the announcement of the decision for establishment of the first Inter-ministerial working group against trafficking in human beings in Kosovo at the national level. This working group was established based on the UNMIK Regulation 9.3.1 no. 2001/9 of the Constitutional Framework /Provisional Governmental Institutions of Kosovo. For the first time, the Anti-trafficking National Chairman of the working group was appointed and this mandatory responsibility was delegated to the Office for Good Governance under the Prime Minister's Office. The working group was mandated to draft for the first time the Report on the situation of trafficking in human beings in the Republic of Kosovo.

By December 2004, the Permanent Secretary of the Office of Prime Minister of Kosovo delivered to the IOM Head of Mission the official note that the National Secretariat for the Coordinator against Trafficking in Human Beings is established.

By May 2005, the Government of Kosovo appointed the Director of the Office for Good Governance as the National Coordinator for Anti-trafficking in Republic of Kosovo and the first mandate of the NATC/ONATC was formalized based on the article 9.3.16 of the UNMIK Regulation no. 2001/9 of the Constitutional Framework/ Provisional Governmental Institutions of Kosovo article 1 of UNMIK Regulation no.2001/19.

In recent years, one of the most important achievements in the anti-trafficking field, has been the adoption of the 2013 Law on Prevention and Combating Human Trafficking and the Protection of Trafficked Victims, that provides for the large number of Kosovo institutions and mechanisms competent for the prevention and combating of trafficking in human beings and the provision of assistance and protection of trafficked victims. In order to give a better picture of the anti-trafficking field in Kosovo, below we present the main elements of the anti-trafficking mechanism in Kosovo, as defined by Law no. 04 / I-218 on Preventing and Combating Trafficking in Persons and the Protection of Trafficking Victims, which comprises the National Anti-Trafficking Coordinator, his

Office (ONATC) also known as Secretariat for Monitoring and Evaluation o National Strategies (or simply AT Secretariat) and the National AT Authority with its members.

Pursuant to Article 8 of Law no. 04 / L-218, the Gouvernement appoints the National Anti-Trafficking Coordinator, who chairs the National Authority. As in past practices, the Coordinator is the Deputy Minister of Internal Affairs, lastly appointed on 6 October 2015. The Coordinator continuously cooperates with the institutions of the National Authority and with other law enforcement authorities in order to prevent and combat trafficking in human beings and protect trafficked persons. The Coordinator with the support of the Secretariat for Monitoring and Evaluation of National Strategies, which functions within the Ministry of Internal Affairs, develops, coordinates and monitors the implementation of the national referral mechanism to ensure the proper identification, referral, assistance and protection of victims of human trafficking, including child victims, and to ensure that they receive adequate assistance while protecting their human rights.

The Anti-Trafficking Secretariat, as the ONATC, is responsible for gathering information and data from other institutions for the implementation of the National Strategy against Trafficking, as well as analyzing and evaluating those information. It prepares analytical reports for the National Coordinator who monitors and evaluates the performance of activities arising from the Strategy Action Plan. It proposes changes and improvements to the National Strategy system and mechanisms through the National Coordinator and advises it on the steps to be taken towards the implementation of the Strategy, encourages increased transparency of the activity of state institutions involved in the National Strategy against Trafficking, cooperating with other institutions and civil society and providing technical administrative services for the Interagency Team of the Strategy.

Currently the ONATC is comprised of 4 people in total- the National Coordinator, his Assistant, the Director of the Department of Strategies and the Senior Official for Anti-trafficking.

The National Anti-Trafficking Authority is a mechanism established by Law no. 04 / L-218, and consists of all the institutions defined in Article 6 of the Law on Prevention and Combating Trafficking in Persons and the Protection of Trafficked Victims, as well as other relevant state institutions, including representatives of local service providers both governmental and non-governmental organizations. The National Authority, within the National Strategy and Action Plan against Trafficking in Persons, standard operating procedures for victims of trafficking, minimum standards of care for victims of trafficking and all other relevant documents defines the duties and responsibilities of each institution in preventing and combatting THB and protecting victims to enable the effective fight against human trafficking and timely and efficient assistance to and protection of VoT in Kosovo, as defined by the legislative mandate of each institution. Institutions who are members of the Authority include the Ministry of Internal Affairs, Kosovo Police, Ministry of Justice, Courts, State Attorney, Ministry of Labour and Social Welfare, Ministry of Health, Ministry of Education, Science and Technology, civil society, donors, etc. The Authority meets periodically and

based on ad-hoc needs. There are sub-groups established and organized depending on the nature of issues explored or discussed.

In line with the responsibilities of the ONATC, the office develops, coordinates and monitors the implementation of the national referral mechanism to ensure proper identification, referral, assistance and protection of trafficking victims, including child victims, and to ensure that they receive adequate assistance while protecting their human rights. As the NATC's Office, ONATC is the driving force for the implementation of the national response against trafficking by carrying out overall coordination and monitoring and reporting activities. One of the main outcomes of Kosovo's long-standing engagement in the fight against human trafficking are the Standard Operating Procedures for Trafficked Persons in Kosovo (SOPs), first drafted in 2004 and later revised and adopted in 2012. The approved Standard Operating Procedures for Trafficked Persons in Kosovo (SOPs) provide guidance for all stakeholders involved, from the initial referral up to the civil or criminal proceedings, and as such they guide state and non-state anti-trafficking actors on how to ensure proper protection and assistance to potential/ presumed victims. The coordination, monitoring and reporting activities on the implementation of the SOPs is a responsibility of ONATC. To define which institution or institutions should undertake the role of the case manager when implementing SOPs, several exchanges with local and international stakeholders were held and a technical meeting for in-depth discussion on the Case Manager issue was organized by the EU project on November 2012. Based on the agreement among the IMWG members, the SOPs foresee the appointment of social workers (SWs) of Centers of Social Work (CSW) as case managers for trafficked children and Victim Advocates (VA) of the Regional Victims' Advocacy and Assistance Office as case managers for trafficked adults. The case managers assist both nationals and foreigners

Since the establishment of the Office, many organizations have provided capacity building to the national and local institutions including civil society service providers. A significant part of implemented capacity building activities has in principle been provided within the context of international (donor funded) projects. This is also linked to the fact that there has been no systematic and structured approach to the development of human resources in the AT field, including sustained resources with a pool of local trainers mandate to support the NATC/ONATC in fighting trafficking through strengthened capacity among local stakeholders to combat THB and project VoT. Training needs assessments conducted by earlier projects identified weaknesses in the strategic and coordinative competencies of policy makers, managers and operational staff followed by inadequate human, financial and material resources.

According to the progress reports of the National Strategy, the continuous increase in capacities of Kosovo institutions involved in the development and implementation of the strategic framework in this field shows that considerable efforts have been made. The agenda of the Government of Kosovo towards this is set from the perspective of human rights, considering the phenomenon of human trafficking as a violation of fundamental human rights.

Comparing the NATC/ONATC reports from year 2015 and 2016, there is an increased number of identified victims of trafficking, as well as an increased number of victims under the age of 18. There is indication also that there is a decrease of foreign victims and a significant increase of local victims. However, in the process of conducting this TNA, gaps were identified in the data collection system that reflects also the trends presented in the report. One of the main gaps arises from the registration of recurring victims as new victims, which results to the lack of data on re-trafficking and thus of absolute numbers of trafficking cases instead of trafficking incidents.

It should be noted, that due to the recent political electoral process in Kosovo, the National Coordinator for Anti-trafficking (position that the Vice Minister of MIA currently holds) could be replaced, depending of the new structure of government in place. Although this implies the investment of additional effort by the project team/ consortium so that good work relationships are established also with the new Coordination, there is minimal risk to have a negative impact on project implementation considering that the staff of the ONATC will remain the same, thus guaranteeing the needed continuity for the delivery of the planned services and support by the Project.

4. METHODOLOGY

The assessment of the capacity building needs of the NATC/ONATC and the other members of the National Anti-trafficking Authority has been implemented in close consultation (meetings and interviews) with the relevant stakeholders. Information was collected from many sources through desk research and key stakeholders' interviews with the aim to assess the needs and strengths to support the development of a comprehensive training program. The data collected during this TNA has been used to review and prioritize training needs as identified from stakeholders in line with the applicable national policy. The steps in data collection were as follows:

- STEP 1: Desk review and analysis of available reference materials (03-13 April 2017)– such as (other than project documents), the Law against Trafficking in Human Beings, National Strategy and Action Plan 2015-2019 against THB, Law for Victim Compensation, Law for Witnesses Protection and Anti-discrimination Law in Kosovo, and many other.
- STEP 2: Interviews with key stakeholders (6 April- 17 May 2017) (policy makers and representatives of the institutions dealing with trafficking in human beings issues: NATC and ONATC, Anti-trafficking National Authority, MLSW, Victim Advocates, State Prosecutor, Judicial Council, Kosovo Police/ Directorate for Investigation of THB, State Shelter ISF, NGO Shelter PVPT, NGO Shelter "Hope and Homes", and other stakeholders that are not members of the National Authority- Ministry of Justice/ Commission for Victim Compensation and Police/ Directorate for Witnesses Protection) to get and analyze their perspectives on the capacity building needs and establishment of the pool of trainers; to

gather information on any previous capacity building actions; to identify both necessary skills and competences, and training needs or other means for professional improvement; to prioritize needs jointly with them.

- STEP 3: Analysis (03-20 June 2017) of all gathered information, and
- STEP 4: Drafting (20- 28 June 2017) the TNA Report.

It should be highlighted that in finalizing this report, the necessary quality assurance measures were taken and stakeholder's comments were sought in cooperation with the EU Office.

LIST OF CONDUCTED MEETINGS AND INTERVIEWS

A/A	Date	Stakeholder(s)	Type	Purpose
1	06/4/2017	Directorate for Witnesses Protection (Ministry of Internal Affairs)	Consultative Discussion	Assessment of Training Needs
2	07/4/2017	Police Investigation Unit(Ministry of Internal Affairs)	Consultative Discussion	Assessment of Training Needs
3	10/4/2017	Commission for Victim Compensation (Ministry of Justice)	Consultative Discussion	Assessment of Training Needs
4	11/4/2017	Victim Advocates (Ministry of Justice)	Consultative Discussion	Assessment of Training Needs
5	12/4/2017	Prosecution Council	Consultative Discussion	Assessment of Training Needs
6	24/04/2017	NATC/ONATC	Individual consultative discussion	Challenges faced by NATC-ONATC staff in ME and Data collection
7	26/4/2017	NATC/ONATC	Individual consultative discussion	Challenges faced by NATC-ONATC staff in ME and Data collection

8	27/4/2017	NATC/ONATC	Individual consultative discussion	Challenges faced by NATC-ONATC staff in ME and Data collection
9	28/4/2017	Ministry of Labour and Social Welfare	Consultative Discussion	Assessment of Training Needs
10	28/4/2017	Shelter NGO-PVPT	Consultative Discussion	Assessment of Training Needs
11	2/5/2017	NATC/ONATC	Individual consultative discussion	Challenges faced by NATC-ONATC staff in ME and Data collection
12	3/5/2017	NATC/ONATC & National AT Authority members	Group Meeting	Overall capacity building needs, challenges and joint further actions
13	17/5/2017	State Shelter ISF	Consultative Discussion	Assessment of Training Needs

5. FINDINGS

Key Issue 1: There is a need for building capacities in strategic planning, as well as M&E mechanisms

In fighting THB, a strategic approach and properly developed mechanisms for monitoring and evaluation of action plans and implementation of national AT policies and strategies are needed. And although the ONATC has developed this approach, there is room for improvement when it comes to the quality of strategic objectives and actions set. In discussions with ONATC, issues were raised as to how they identify objectives, and set targets and indicators when they develop the strategy and action plans, and how they proceed with monitoring and evaluation.

Our assesement revealed that the office of NATC needs additional knowledge and skills in strategy development and planning, analytical report writing, and monitoring and evaluation, because of the difficulties currently faced in monitoring the implementation of the strategy and the lack of reliable M&E tools, specifically for the periodical assessment of the achievement of objectives and results. The office of NATC also needs additional support and capacity building in general management and leadership processes and structures, specifically in terms of coordination, that influences the way the

office is run and the way processes are monitored. This is partly due to the position of the NATC particularly, as a political position covering other tasks besides being NATC, and partly due to lack of proper M&E mechanisms. In this respect, this TNA exercise brought to the surface a need to adopt a more personal approach in building the capacity of the NATC and particularly of ONATC staff as a more effective way to develop sustainable knowledge and skills within the core element of the AT mechanism.

As mentioned, in line with the responsibilities of the ONATC, the office develops, coordinates and monitors the implementation of the national referral mechanism to ensure proper identification, referral, assistance and protection of trafficking victims, including child victims, and to ensure that they receive adequate assistance while protecting their human rights. Therefore, one of the key issues identified during the discussions with the stakeholders was the need for capacity building in developing and managing mechanisms for monitoring and evaluation, and enhancing also the new mechanism for M&E.

Key Issue 2: There is a need to advance stakeholder engagement and coordination.

Increased international and local cooperation for a strengthened partnership towards the fight against trafficking in human beings is one of the priority objectives of the National AT Strategy 2015-2019. Looking at local cooperation and partnership, the National AT Strategy aims to advance coordination of preventive actions and the fight against human trafficking in order to reduce the cases of trafficking to a minimum in Kosovo, and also aims to enhance coordination for the provision of quality services to victims of trafficking aiming to protect their dignity and prevent their re-trafficking.

Stakeholder engagement and coordination aims to strength the institutional response to human trafficking, enhance implementation of SOPs and advance coordination amongst them. Good coordination requires a structured and systematic approach that is achieved through Reporting Meetings, Consultations, Workshops, Written Correspondence, multidisciplinary trainings, on job trainings, consultative sessions etc. In fighting THB, relevant institutions have responsibilities in coordinating work among each other, with the primary responsibility for the coordination being under NATC/ONATC.

During the one-on-one interviews, the Office of the National Coordinator/Secretariat for Anti-trafficking reported a lack of coordination and communication among stakeholders in the functioning of the National Referral Mechanism and implementation of SOPs. The stakeholders reported challenges in data gathering and dissemination, as well as in generation of quality reports that would inform structured and coordinated efforts towards prevention and combatting of THB. Also, during the interviews with the stakeholders, it was reported that there is often lack of assigned responsibilities among stakeholders in terms of adequate coordination and communication on a case-by-case basis. As it stands now, one person is appointed from ONATC to follow the victim's

overall process of protection and re-integration, being a significant focal point for all institutions. Coordination among stakeholders is currently taking place more on the level of information dissemination, rather than joint action in protection and assistance to the victim.

Therefore, a need for training in aspects of improved communication and coordination has been identified. There is a need to conduct trainings in terms of coordination and communication tools on joint unified follow up procedures and reporting on the trends of trafficking.

Also, there is a need to conduct trainings of key actors involved in the National Referral Mechanism (NRM) with the aim to strength institutional response to human trafficking, enhance implementation of SOPs and advance coordination amongst them, specifically when it comes to case management. The SOPs version is based on the case management and the multi-agency principle.

On the other hand, this TNA also identified a self-reported lack of knowledge and skills on how to deal with transnational cooperation on trafficking cases. The SOPs in effect are largely based on the 2008 SOPs document, on the TRM-EU Guidelines for the Development of a Transnational Referral Mechanism for Trafficked Persons in Europe: TRM-EU (2010) by ICMPD and the Italian Department for Equal Opportunities¹ and funded by the European Union, and on the TRM-SEE Guidelines (2009)² by ICMPD and funded by USAID³. The 2012 revised SOPs provide solely for the procedures applicable within the national mechanism but not for the transnational mechanism, hence this has been included in the mandate of the present EU Project. Therefore, there is a need to include a specific training component for the SOPs related to the Transnational Referral Mechanism (TRM) that the Project will develop in the next period.

Key issue 3: There is a need to establish a sustainable source of national trainers able to provide training to local stakeholders under the coordination of NATC/ONATC

Another barrier presented by the Stakeholders was lack of a stable pool of training resources (i.e. national trainers) on THB issues. The National Coordinator and his Office have been provided with several trainings from different parties, however trainings have been mainly provided on ad-hoc basis with no certification or continuity in the obtained knowledge that has resulted to lack of institutional memory. Similar is the situation with the capacity building of the National Authority's members and local AT stakeholders that have mainly received classical trainings with a participatory approach.

In the past, training on THB issues were provided by IOM, but in practice this was based on participation and not professional certification. Since then, there is no standard training resource for the NATC/ONATC and the rest of the members that mostly rely on the activity of international organizations and donor (esp. EU) projects in the human rights and rule-of-law fields. Some good examples may be reported such as the incorporation of the training for judges and prosecutors that had been provided by the previous IPA Anti-Trafficking project into the standard curriculum of the

Judicial Institute , as well as the certified training that the WINPRO provided although these trainings lasted only for 10 days and cannot be considered to be advanced certified trainings.

To sum up, almost all training programmes offered so far, were not able to provide the needed continuity in the generated/ transferred new knowledge and skills nor addressed the identified issues in-depth but rather were training programmes that covered the ad-hoc and short-term needs of stakeholders involved in anti-trafficking activities. This was expressed by the majority of the interviewed stakeholders (incl. MLSW, the Commission for Victim Compensation, State Shelter ISF and other stakeholders from CSO sector) and relates to the lack of a well-equipped group of experts that could act as trainers under the guidance of the National AT Authority.

In order to ensure proper implementation of NRM and SOPs, a stable pool of national trainers is therefore needed. This established pool of trainers will take central role in the further training of local stakeholders and professionals directly or indirectly involved in the anti-trafficking field. The ONATC should initiate the development of this pool of trainers from various fields- government agencies, aid organizations, relevant bodies and the general public and carry out expert training to them on the subject of human trafficking and anti-trafficking actions and activities. These trainings should specifically target units or functions which may come in contact with human trafficking victims (or potential victims), they should be tailored to the needs of these functions and include legal content, description of relevant phenomena and the provision of tools for the identification of victims of trafficking and slavery.

Once a pool of trainers is identified, first and foremost there is a need to build their training capacities (presentation skills, preparation of workshops materials, training skills, etc.), before moving on forward on the more technical aspects related to the fight against THB and the protection of victims. Consequently, corresponding capacity building to NATC/ONATC to manage the pool of trainers and keep their interest and commitment is needed.

Concerning the topics to be delivered to the trainers-to-be in the pool of trainers, it should be mentioned that they should be extracted from the objectives of the strategy to ensure proper implementation of the objectives previously set, however mainly focusing on implementation of SOPs.

6. CONCLUSIONS AND RECOMMENDATIONS

The Office of NATC was fully functionalized in 2005 and since then a lot has been invested in capacity building, provided by many organizations, however not sustainable and not addressing the longer term needs of the Office.

This TNA, as expressed above, has identified several issues that need improvement in the functioning of the ONATC. The main conclusion reached is the need to build the capacity of the NATC/ONATC (and accordingly of other stakeholders) in monitoring and evaluation and data collection methodologies and tools. All the stakeholders reported challenges in data gathering and dissemination, as well as in generation of quality reports that would inform structured and coordinated efforts towards prevention and combatting of THB. The data collection mechanisms and M&E framework need improvement in order to be able to monitor the overall work of the Anti-trafficking Authority/ Stakeholders and measure the progress by using indicators stated in the planned activities of the Action Plan 2015 – 2019 and beyond. Parallel to the development of the new M&E mechanism, there is a need to advance the Data Collection mechanism, in order to avoid challenges in identifying the victims and tracking the victims that may be trafficked more than once during their life.

Secondly, lack of strategic development and action planning skills have resulted in a National Strategy that lacks measurable objectives and actions and thus good target setting and properly structured indicators.

This brings the conclusions to the third point, regarding the stakeholder engagement and coordination in dealing with cases of trafficking and implementing anti-trafficking work.

Last but not least, in order to ensure proper implementation of NRM and SOPs, as well as to ensure a long-term impact and quality of services delivered by stakeholders dealing with anti-trafficking, there is a need to build a pool of national trainers through a comprehensive and advanced Training of Trainers programme that will be delivered to a selected group of people that will further carry on the skills and scale up the knowledge gained. Upon the evaluation of the participant's successful performance during the training, a certificate of participation should be provided for the informal validation of the skills gained as certified national trainer.

Naturally, this requires also corresponding capacity building to NATC/ONATC to manage the pool of trainers and keep their interest and commitment. Capacity building of the NATC in general is proposed to be covered through individual mentoring and coaching services rather than traditional training.

As per the abovementioned findings and conclusions, the following recommendations are made:

- Support to the AT Secretariat (ONATC) is required to develop and manage mechanisms for M&E the implementation of the National Strategy for Anti-trafficking/ Action Plan- collecting, analysing, reporting and disseminating information. Capacity building of the NATC in general is proposed to be covered through individual mentoring and coaching services throughout project implementation rather than traditional training during a specific period. The intensity and frequency of the support should be planned in accordance with the duties of the NATC/ONATC in given periods.
- Support to ONATC is required to harmonize Data Collection among stakeholders of the National Anti- trafficking Authority and to establish mechanisms to advance communication and coordination.
- The existing strategy and action plan needs restructuring of the strategic objectives and indicators. As it stands now, most of them are not measurable and make it difficult to monitor if the implementation is successful or not. Therefore, a specific training module is recommended for ONATC on strategic planning skills and knowledge so that future strategic planning efforts follow a standard well-justified methodology and approach.
- General management and leadership skills building, specifically relating to coordination tasks is necessary for smooth and sustainable functioning of the ONATC and coordination with stakeholders. This includes also capacity building to ensure proper monitoring and motivation of the pool of trainers.
- There is a need to conduct trainings of key actors involved in the National Referral Mechanism (NRM) with the aim to strengthen institutional response to human trafficking, enhance implementation of SOPs and advance coordination amongst them, specifically when it comes to case management.
- The Transnational Referral Mechanism (TRM) needs to be included as a specific training component.
- In order to ensure proper implementation of NRM and SOPs, a stable pool of national trainers is needed. This established pool of trainers should take central role in the further training of local stakeholders and professionals directly or indirectly involved in the anti-trafficking field. A specific ToT program should be developed specifically for this pool of trainers.

7. ANNEX 1: DRAFT TRAINING PROGRAMME

Draft Training Modules				
A/A	Month	Stakeholder(s)	Type of CB action	Proposed Training Module
1	October 2017*	NATC/ONATC	Individual mentoring and coaching 3-day Training workshop	New mechanism for the Monitoring and Evaluation of the Anti-trafficking National Strategy and Action Plan 2015-2019
2	October-November 2017*	NATC/ONATC	Individual mentoring and coaching	Development of monitoring tools for Monitoring and Evaluation Framework
3	November-December 2017*	NATC/ONATC	Individual mentoring and coaching 2-day Training workshop	Capacity building needs in Strategic Planning (setting measurable objectives, targets, indicators, planning skills, etc.)
4	January 2018*	NATC/ONATC	Individual mentoring and coaching 2- day Training workshop	Capacity Building in Capacity building on Management, Leadership and stakeholder coordination.
5	January 2018*	NATC/ONATC	Individual mentoring and coaching 3- day Training workshop	Capacity Building in Data collection (collecting, analysing, reporting and disseminating information Harmonize Data Collection among stakeholders of the National Anti-trafficking Authority and to establish mechanisms to advance communication and coordination
6	November 2017- January	NATC/ONATC	Individual mentoring and coaching	Setting up pool of trainers and joint development of ToT Capacity building on managing the

	2018*			pool of trainers and keeping their level of commitment high
7	March-June 2018*	Pool of Trainers	5 to 10-day* Training workshop *depending	Basic training of trainer skills Basic and advanced trainings regarding the AT.
8	March-June 2018*	Stakeholders	10-day training workshops *	Multidisciplinary trainings on THB National Referral Mechanism-strengthening institutional response to human trafficking, enhance implementation of SOPs and advance coordination amongst them, specifically when it comes to case management. Transnational Referral Mechanism

*follow-up support to provided throughout the remainder of the project up to completion

**effort will be made to increase the initially foreseen number of days depending on possible savings from other training activities

***delivery depending on possible saving from the training activities under Cluster 2 and 3.