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PEMBERDAYAAN PEREMPUAN DAN PERLINDUNGAN ANAK
REPUBLIK INDONESIA



TECHNICAL GUIDELINES FOR EFFECTIVE ANTI-TRAFFICKING TASK FORCES





MINISTRY OF
WOMEN EMPOWERMENT AND CHILD PROTECTION OF
THE REPUBLIC OF INDONESIA



TECHNICAL GUIDELINES FOR EFFECTIVE ANTI-TRAFFICKING TASK FORCES

DRAFTING TEAM

Counter-Trafficking and Labour Migration Unit,
International Organization for Migration (IOM) Indonesia
Ministry of Women Empowerment and Child Protection of the Republic of Indonesia
Coordinating Ministry of Human Development and Cultural Affairs of the Republic of Indonesia

PRODUCTION

The International Organization for Migration (IOM) Indonesia committed to implementing orderly and humane migration principles that benefit migrants and public. As an intergovernmental organization, IOM Indonesia collaborated with Government of Indonesia through Ministry of Women Empowerment and Coordinating Ministry of Human Development and Cultural Affairs and Anti-Trafficking Task Force produced a publication with title “Technical Guideline on Collecting and Reporting Data of Trafficking in Persons in Indonesia” supported by British Embassy Jakarta.

The development of the guidelines in consultation with various government and non-government institutions. The content of this guidelines is entirely the responsibility of the team of authors and do not reflected the views of British Embassy Jakarta.

Publisher: International Organization for Migration (IOM) Indonesia
Sampoerna Strategic Square Building North Tower 12 A
Jalan Jenderal Sudirman Kav. 45 – 46, Jakarta 12930
Tel : +62 21 5795 1275
Fax : +62 21 5795 1274
Email : iomjakarta@iom.int
Website : <https://indonesia.iom.int/>

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FOREWORD

Ministry of Women Empowerment and Child Protection of the Republic of Indonesia

Praised and thank be to God the Almighty, for His blessings the book entitled **“Technical Guidelines for Effective Anti-Trafficking Task Forces”** could be finished. This book is developed based on a good cooperation between various institutions, particularly the International Organization for Migration (IOM) Indonesia, the Ministry of Women Empowerment and Child Protection, and Coordinating Ministry of Human Development and Culture, with support from the British Embassy in Jakarta.

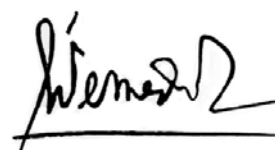
As a means to synergize the measures to prevent and handle trafficking in persons, as mandated in Presidential Regulation No. 69 of 2008 concerning Task Force for the Prevention and Handling of Trafficking in Persons, it requires an effort to coordinate members of the Task Force both at national and regional level. On that account, this book shall serve as a reference for members of the Task Force, at national and regional level, in carrying out the Task Force coordination function in an effective and efficient manner.

The technical guideline is also published as an effort to strengthen the role of the Task Force in eradicating cases of trafficking in persons across Indonesia. A series of technical guidelines are provided in this book, from the creation stages of the Task Force to the effective operation of the Task Force, such as budget planning, development of working programme in action plan, and follow-up monitoring for ongoing programme. In addition, the guideline is also provided with several examples of best practice from Task Force operational, both at domestic or international level.

On that account, we expect this technical guideline to be helpful and may be used optimally by each line of GT PP-TPPO, particularly in national and regional level. In line with our collective hopes and expectations, an effective Task Force may contribute significantly to the realization of prevention and handling of trafficking in persons in an effective and efficient manner, and finally may contribute to the Indonesian government’s efforts to reduce trafficking cases.

At last, I express my profound gratitude for the contribution from various institutions in the creation of Technical Guidelines for Effective Anti-Trafficking Task Forces (ATTF). I am certain that the Ministry of Women Empowerment and Child Protection could not accomplish this without the cooperation and support from the relevant ministries, institutions, and community.

Deputy for Women’s Right Protection



Prof. dr. Vennetia Ryckerens Danes, M.S., Ph.D.



FOREWORD

Chief of Mission International Organization for Migration (IOM) Indonesia

The International Organization for Migration (IOM) Indonesia has been actively supporting the Indonesian Government in preventing and handling Trafficking in Persons cases since 2014. It is considering that Trafficking in Persons (TIP) is a serious crime and often committed by transnational organized groups. Prevention and eradication measures to combat TIP has been undertaken by various parties ranging from government entities, civil society organization and regional/international organization. Under 5P strategy, namely Prevention, Prosecution, Protection, Partnership and Policy, IOM collaborate with government entities, CSO, and academic institution to constantly support the efforts to combat the TIP cases in Indonesia.

In collaboration with Coordinating Ministry of Human Development and Culture of the Republic of Indonesia as a chairman of Anti-Trafficking Task Force (ATTF) and Ministry of Women Empowerment and Child Protection of the Republic of Indonesia as Steering Chairman of ATTF and funded by British Embassy Jakarta, IOM Indonesia implemented the program entitled “Better Data for Better Protection”.

The Development of Technical Guidelines on Effective Operation of Subnational Anti-Trafficking Task Force intended as supporting document for the establishment and operation of Subnational Anti-Trafficking Task Force. The guidelines also focused on several practical steps on the nature of ATTF, operational and organizational structure, the establishment of ATTF, mapping potential and the development of action plan, budgeting, coordination and reporting, evaluation and monitoring. The Guidelines on Effective Operation of Subnational Anti-Trafficking Task Force intended targeted readers mainly subnational level government entities to increase their capacity in operating the ATTF based on National ATTFs mandate to combat TIP and effectively assist the victim and witness of TIP in Indonesia.

The Guidelines were developed and designed with support of working group consist of the Coordinating Ministry of Human Development and Culture, Ministry of Women Empowerment and Child Protection, Ministry of Foreign Affairs, Ministry of Manpower, Ministry of Social Affairs, Ministry of Education, Ministry of Health, Indonesian National Police, Attorney General, Directorate General of Immigration, National Body of Placement and Protection of Indonesian Migrant Worker, Offices of Women Empowerment and Child Protection and Offices of Social Affairs of West Java, Sukabumi, Sambas, Nunukan and Timor Tengah Utara, Indonesian Children Protection Commission, National Commission on Violence Against Women, the Witness Protection Agency, and academicians who have worked tirelessly to contribute significant input and recommendation to the guidelines. We hope the guidelines to be an adequate reflection of all significant findings and recommendation during the meetings.

We also would like to convey our sincere appreciation to Prof. Dr. Yohana Susana Yambise M.A., Minister of Women Empowerment and Child Protection, as the Steering Chairperson of Anti-Trafficking Task Force, Prof. dr. Vennetia R. Dannes, Deputy of Women’s Right Protection, and other Ministry’s staff who have invested their efforts and contribution to the process of the development of the guidelines. Our gratitude goes out as well to Ir. Destri Handayai, ME, Deputy Assistant for Fulfilment of Women’s Right from Trafficking in Persons and also Mrs. Roos Diana Iskandar, Deputy Assistant for Women Empowerment and Right’s Fulfilment of Coordinating Ministry of Human Development and Culture who has kindly provided her input and recommendation. Sincere appreciation also goes to Counter Trafficking Unit Team, Among Resi, Asep Zulhijar, Katherine Juliani, Sarah Astried, Felicia Clarissa and Kateryna Ardanyan.

It is our sincere hope that the guideline will be strongly useful for anyone involved and give significant contribution at the ongoing efforts of the Government of Indonesia in combating Trafficking in Person in Indonesia.

Chief of Mission IOM Indonesia (*Ad interim*)



Dejan Micevski



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Acronyms

TIP	Trafficking in Persons
ATTF	Anti-Trafficking Task Force
Sub-TF	Sub- Task-Force
Gol	Government of Indonesia
IOM	International Organization for Migration
NGO	Non-Governmental Organization
VoT	Victim of Trafficking

Introduction

Human trafficking, often referred to as modern-day slavery, is a lucrative crime that violates human rights affecting individuals, communities and states. The crime is latent in nature, and often surrounded by lack of understanding of what it entails and how is it different from other types of abuse. Victims of trafficking are not inclined to report the crime as they either don't see themselves as victims (at times taking the blame for what happened), don't know about available assistance, or fear stigma and repercussions if the word gets out. Proactive and collaborative efforts of the specialized service providers and non-specialized frontline actors are vital to ensure timely identification and survivor-centered protection of victims of human trafficking; crime detection and prosecution; as well as prevention and awareness raising targeting vulnerable and at-risk population groups.

In Indonesia, men, women and children fall victims to human trafficking for the purpose of labour and sexual exploitation, exploitation in forced begging and criminal activities that profit recruiters and traffickers while ruining lives of victims and their families. To address these challenges, the Government of Indonesia mandated the formation of national-, provincial- and municipality/district-level Anti-Trafficking Task Forces (ATTFs) to undertake coordination function of counter-trafficking prevention, protection and prosecution activities in close cooperation with other state and non-governmental stakeholders.

The Technical Guidelines for Effective ATTFs (hereinafter Guidelines) were developed with contributions of IOM Indonesia and Ministry of Woman Empowerment and Child Protection and supported by Coordinating Ministry of Human Development and Cultural Affairs and British Embassy in Jakarta as practical step-by-step guide and resource manual to assist communities and government nationwide in establishing and operationalizing ATTFs with a view to promote efficient and coordinated response to modern-day slavery, ultimately contributing to victims protection and accessibility of counter-trafficking services on national and local levels.

The Guidelines are envisioned as a reference handbook offering clarifications and examples that can be of help for ATTFs nationwide, however should be adapted to the specifics of the context and local normative framework.

The Guidelines should be a dynamic “living” document edited and updated with new practices and approaches.

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Relevant Legislation and Regulations



1.1. Key Legislation

Name of the Document	Description
<p>Law Number 21 Year 2007 concerning the <i>Eradication of the Crime of Trafficking in Persons</i></p>	<p>Defines Trafficking in Persons (TIP) in Article 1: <i>Trafficking in Persons shall mean the recruitment, transportation, harboring, sending, transfer, or receipt of a person by means of threat or use of force, abduction, incarceration, fraud, deception, the abuse of power or a position of vulnerability, debt bondage or the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, whether committed within the country or cross-border, for the purpose of exploitation or which causes the exploitation of a person.</i></p> <p>Provides for penalties for TIP crimes in Articles 2-18, including provisions establishing penalty for attempt to commit crime of TIP and the clause establishing the principle of non-criminalization of victims for offences which they may have committed during the course of their trafficking experience.</p> <p>Outlines:</p> <ul style="list-style-type: none"> • Other criminal actions relating to TIP crimes; • Investigation, prosecution and examination in court proceedings; • Protection for victims and witnesses (encompassing establishment of (a) a special service unit at the local police station in each province and district/municipality for the purpose of examining witnesses and/or victims during investigations of TIP cases and (b) an integrated service center in each district/municipality for witnesses or victims) • International cooperation and community participation. <p>Mandates establishment of ATTF (art. 58):</p> <ol style="list-style-type: none"> (1) For the purpose of the eradication of the criminal act of trafficking in persons, the Government and Regional Governments have the obligation to take measures to prevent and address the criminal act of trafficking in persons. (2) To achieve effectiveness and ensure the implementation of the measures as referred to in paragraph (1), the Government shall form a task force comprised of representatives from the government, law enforcement agencies, civic organizations, non-government organizations, professional associations, and researchers/scholars. (3) [Each] Regional Government shall form a task force comprised of representatives from the government, law enforcement agencies, civic organizations, non-government organizations, professional associations, and researchers/scholars.
<p>Law Number 14 Year 2009 concerning <i>Ratification of the Protocol To Prevent, Suppress and Punish Trafficking In Persons, Especially Women And Children, Supplementing The United Nations</i></p>	<p>Ratifies and incorporates into the national legislation “the principal, legally binding global instrument to combat trafficking in persons,” (Report of the Conference of Parties to the United Nations Convention on Transnational Organized Crime on its fourth session, held in Vienna from 8 to 17 October 2008 (CTOC/COP/2008/19), decision 4/4) confirming the commitment of the government of Indonesia to prevent and combat trafficking in persons, protecting and assisting victims of trafficking, with following exclusions:</p>

Name of the Document	Description
<p><i>Convention Against Transnational Organized Crime</i></p>	<p>Declaration: “..., the Government of the Republic of Indonesia declares that the provisions of Article 5 paragraph (2) Sub-paragraph c of the Protocol will have to be implemented in strict compliance with the principle of the sovereignty and territorial integrity of a state;”</p> <p>Reservation: “..., the Government of the Republic of Indonesia conveys her reservation not to be bound by the provision of Article 15 (2) and takes the position that dispute[s] relating to the interpretation and application on the Protocol which have not been settled through the channel provided for in Paragraph (1) of the said Article, may be referred to the International Court of Justice only with the concern of all Parties to the dispute;” (https://treaties.un.org/Pages/ViewDetails.aspx?src=IND&mtdsg_no=XVIII-12-a&chapter=18&lang=en)</p>
<p>Presidential Regulation Number 69 Year 2008 concerning <i>the Task Force to Prevent and Address the Criminal Act of Trafficking in Persons</i>;</p>	<p>The Regulation sets out the ATTF composition, appointing Ministry for Human Development and Cultural Affairs as National ATTF Chair, while assigning steering chair role to the Ministry of Empowerment for Women’s Affairs and the Protection of Children.</p> <p>Article 4 sets out the ATTF’s tasks:</p> <ol style="list-style-type: none"> a. Coordinating TIP prevention and response efforts b. Conduct advocacy, information dissemination, training and encourage cooperation c. Monitoring the development in the implementation of victims protection, (rehabilitation, return and social reintegration) d. Monitoring the development of the law enforcement e. Implement reporting and evaluation mechanisms <p>Article 14 regulates that the function, organisational structure, memberships and budgeting of the national ATTF apply to the provincial and district/city level</p>
<p>Coordinating Ministry for Human Development and Cultural Affairs Regulation No. 2 Year 2016 concerning <i>National Action Plan to Eradicate Trafficking in Persons</i></p>	<p>The National Action Plan (NAP) guides ATTF efforts in TIP prevention and response, including cooperation and coordination with other stakeholders. NAP outlines action plans for sub Task Forces categorized in 6 thematic clusters in accordance with the Presidential Regulation No. 69 Year 2008 (adding Law Enforcement Sub TF, led by the Indonesia National Police).</p>
<p>Ministerial Regulation of Women Empowerment and Child Protection of the Republic of Indonesia Number 10 Year 2012</p>	<p>A detailed reference for all anti-trafficking stakeholders guiding through establishment and work of the National, provincial, district/municipal ATTFs and sub-TFs, including the aspects of membership, coordination, cooperation, planning and budgeting, monitoring, evaluation and reporting.</p>

Name of the Document	Description
Concerning <i>Guideline of Establishment and Reinforcement for Task Force to Prevent and address the Criminal Act of Trafficking in Persons (TIP)</i>	
Ministry of Women Empowerment and Child Protection Regulation No. 11 Year 2012 concerning <i>Guideline for Public and Community Based TIP Prevention and Handling</i>	Article 5 outlines priority areas for public and community-based TIP prevention and protection of victims. The Regulation enacts establishment and operation of Integrated Service Centres in the structure under the district/city governments based on their local regulations. If there are no local regulations about the Centre, local governments can use this Regulation as the basis (art. 6). It encourages the establishment of the Centres in the border areas (art. 6) and Indonesia representatives abroad (art. 18)
Ministry of Women Empowerment and Child Protection Regulation No. 3 Year 2016 concerning <i>the Secretariat of the National ATTF (2nd amendment)</i>	The secretariat's functions are as follows: <ul style="list-style-type: none"> a. Memberikan dukungan teknis dalam kegiatan operasional Ketua Gugus Tugas Nasional dan Ketua Harian Gugus Tugas; b. Mempersiapkan kegiatan untuk koordinasi, sinkronisasi, integrasi dan tindak lanjut program-program Gugus Tugas nasional; c. Mengumpulkan, melakukan penilaian dan menyajikan data dan memberikan evaluasi program-program sekretariat.

1.2. Coordination Mechanism

Coordinating Body	Role
<i>National Level ATTF</i>	Coordinate the country's anti-trafficking efforts, including prevention of TIP, protection of victims and prosecution of crime. Chaired by the State Minister of Women and Child Empowerment, which coordinates ATTF across 19 ministries. Includes six Sub Task Forces that develop action plans and budgets for programs to address trafficking in persons.
<i>Provincial/Municipality/District Level ATTF</i>	Coordinate subnational anti-trafficking efforts, including prevention of TIP, protection of victims and prosecution of crime, in coordination with National ATTF and other subnational ATTFS. Chaired by regional working unit of the Ministry of Women and Child Empowerment.

1.3. Area of Responsibility

State Agencies Responsible for Anti-Trafficking Response in Indonesia

State Agency	Role
Anti-Trafficking Task Force chaired by the Ministry of Women Empowerment and Child Protection	Coordinating body with the duty to: <ol style="list-style-type: none"> coordinate efforts to prevent and address the criminal act of trafficking in persons; provides advocacy, socialization, training, and cooperation; monitor developments in the provision of victim protection including rehabilitation, return, and social reintegration; monitor law enforcement; and conduct reports and evaluations.
Coordinating Ministry of Human Development and Cultural Affairs	The National Chairperson responsible for overall coordination
Ministry of Women Empowerment and Child Protection	The Steering Chairperson responsible for day-to-day coordination
Ministry of Education	TIP Prevention in the areas of child trafficking and exploitation
Ministry of Health	Health care and Rehabilitation of VoTs
Ministry of Social Affairs	Social Reintegration of VoTs
Ministry of Foreign Affairs	Return/Repatriation of VoTs
Ministry of Justice and Human Rights	Development and harmonization of anti-TIP legal norms and policies

State Agency	Role
National Police	Detection and investigation of TIP cases, victims/witness protection
Integrated Services	Protection of VoTs
Secretariat	Technical and administrative support to ATTF operations

2

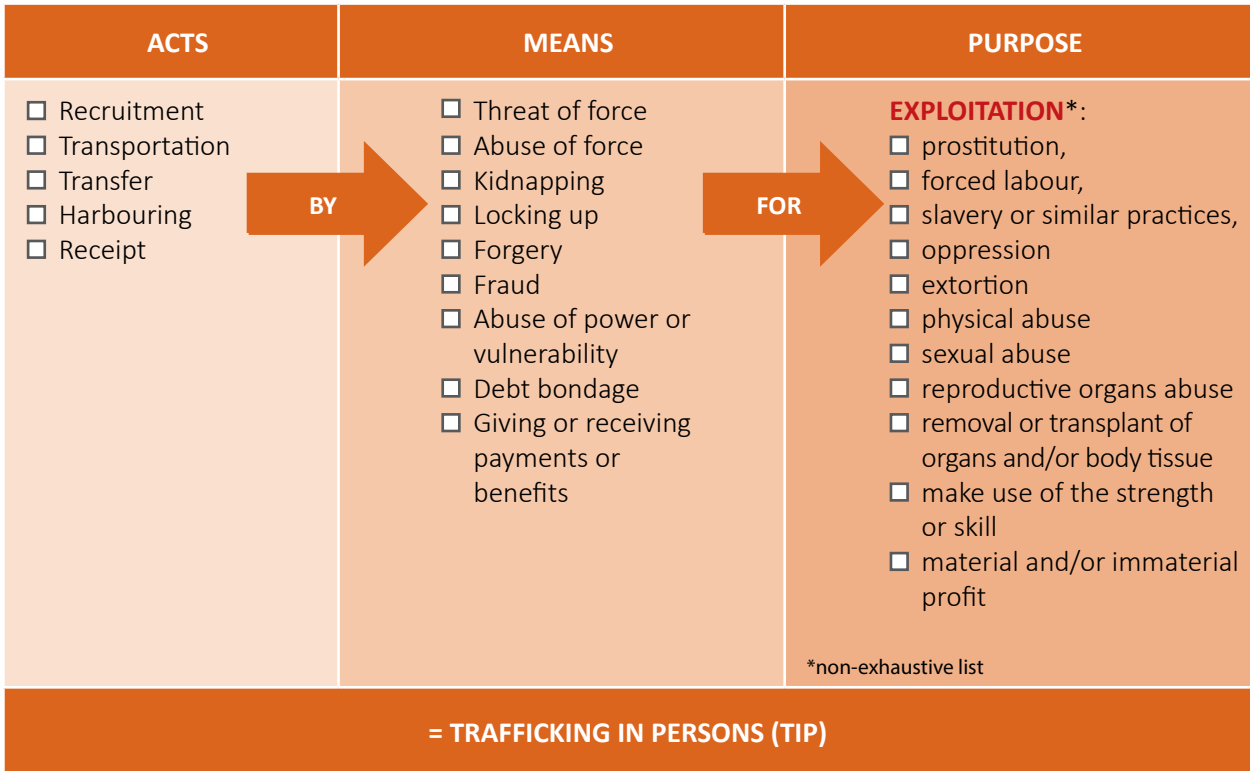
What is Trafficking in Persons



2.1. Definition and Concepts

The definition of TIP is described in more detail in Article 2 paragraph (1) of Law No. 21/2007 as follows: “Anyone who recruits, transports, harbours, sends, transfers, or receives a person through the threat of force, use of force, abduction, incarceration, fraud, deception, abuse of authority or position of vulnerability, debt bondage or the giving of payment or benefit despite the giving of consent by another individual having control over the person, for the purpose of exploiting the person within the territory of the Republic of Indonesia shall be punished by a prison sentence of a minimum period of 3 (three) years and a maximum of 15 (fifteen) years and a fine amounting to a minimum of IDR120,000,000 (one hundred and twenty million rupiah) and a maximum of IDR600,000,000 (six hundred million rupiah).”

The definition of trafficking is built on three elements: an ACTION performed using some MEANS for the PURPOSE of exploitation. ACTIONS, MEANS and PURPOSES (Article 1 (1) Law 21/2007). It can be summarized as follows:



In identification of victims, **ACTIONS, MEANS** and **PURPOSES** must be **present** and **interconnected** for a situation of “trafficking in persons”

Important notes to the definition:

- The fact that a person “consented” to the intended exploitation is irrelevant if one of the MEANS is used.
- Any adult person who is subject to (at least) **one of** the ACTIONS by (at least) **one of the** MEANS for (at least) **one of the** PURPOSES can be considered to be a victim of trafficking.
- The element of **movement (transportation): (a) does not** have to be present if any other of the ACTIONS was used; (b) if present, **does not** have to involve crossing of international borders

2.2. Important to Know

Difference between TIP and smuggling of migrants

Trafficking in persons is different from smuggling of migrants. Definition of Smuggling of Migrants from **Law no 6 Year 2011 point 32 on Immigration**.

“People Smuggling shall mean any act aims to seek advantage, either direct or indirect, for him/herself or for other people who carry someone or a group of people, either organized or nonorganized, or order other people to carry someone or a group of people either organized or non-organized, which having no valid right to enter or exit the Indonesian Territory and/or enter into other country’s territory in which such people have no right to enter legally into the territory either using valid document or false document, or without using Travel Document, either through immigration check or not”

The four main differences between smuggling of migrants and trafficking in persons can be summarized as follows:

	Trafficking in Human Beings	Smuggling of Migrants
Purpose	Exploitation	Financial or other material benefits
Consent	Invalid consent	Valid
Transnationality	Not required	Required
Crime	Against the Person	Against the State

Nevertheless, the processes of trafficking and smuggling can be interrelated and the distinctions between the two crimes can be difficult to draw. **When the relationship between the smuggler and the migrant doesn’t end upon entry into the foreign country and the smuggler continues to exert control over the smuggled migrant, for example to force him or her to work under exploitative conditions using the threats or force or other means, the situation becomes that of human trafficking.**

Difference between TIP and bad working conditions

Workers can be found working in poor conditions, for low salaries or in unhealthy environments, for example, without being in forced labour situations. Similarly, workers that endure poor working conditions (i.e. overtime for a low salary, etc.) because of economic necessity and a lack of alternative options cannot be automatically classified as victims of trafficking. Same applies to illegal employment of migrant workers, which is not necessarily trafficking in persons. All above described situations should be assessed to identify ACTIONS-MEANS-PURPOSE prior to making a definitive decision if the situation of human trafficking. Additionally, it should be noted that poor working conditions, illegal employment and other such circumstances make workers/migrants **particularly vulnerable** to traffickers.

TIP and child labour

Trafficking in children is recognized as a worst form of child labour in the ILO Worst Forms of Child Labour Convention, 1999 (No.182). The International Programme on the Elimination of Child Labour (IPEC) has developed an operational definition of child trafficking and exploitation, which mirrors the international trafficking definition’s requirement of an act and exploitative purpose. According to this definition, in the context of child trafficking, exploitation is defined as follows:

- all forms of slavery or practices similar to slavery,
- debt bondage and serfdom and forced or compulsory labour, including forced or compulsory recruitment of children for use in armed conflict (C182, Article 3(a));
- the use, procuring or offering of a child for prostitution, for the production of pornography or for pornographic performances (C182, Article 3(b));
- the use, procuring or offering of a child for illegal activities, in particular for the production and trafficking of drugs as defined in the relevant international treaties (C182, Article 3(c));
- work which, by its nature or the circumstances in which it is carried out, is likely to harm the health, safety or morals of children (C182, Article 3(d) and C138, Article 3);
- work done by children below the minimum age for admission to employment (C138, Articles 2 & 7

What includes sexual exploitation? Can a person consent to sexual exploitation?

Sexual exploitation includes, among other things, forced prostitution, pornography, and sexual services in bars, hotels, spa and massage parlors, entertainment businesses.

What if it is said that the person made a voluntarily choice to provide commercial sex services? There are considerations that can make this statement irrelevant. If the person is a child (under 18), there is no need to prove the use of any means to force or deceive him or her. The consent of a child for sexual exploitation is never considered to be valid. If the person performing the sexual activities as listed above is an adult, the consent is also irrelevant if any of the means listed in the column MEANS have been used to put the person in any form of sexual exploitation.

2.3. Indicators of Trafficking

Human trafficking can remain invisible as victims don't ask for assistance for assistance because of the variety of reasons. Sometimes victims are afraid or ashamed to tell about what happened to them, sometimes they are unaware that their rights were abused or don't know that assistance can be made available for them. Frontline actors can help identifying victims by noticing direct or indirect signs (indicators) of TIP. Please note that the lists below are not exhaustive as signs may be added or modified to reflect the changes in the modus operandi of traffickers. Furthermore, not all of them will be present in the case you are dealing with.



Indicators of Trafficking for Sexual Exploitation



PURPOSE

Do you find some of the following signs that the person is a victim of sexual exploitation?

- The Person cannot refuse clients, is forced to prostitute even when sick or pregnant or is forced to have sex without condoms.
- The Person does not keep the money she earns and has to handover to someone else.
- The Person is always accompanied when she is out.
- The Person is denied breaks, days off, and free time, or has to work on call. The Person is moved from one place to another one without consent.



ACTION

Do you find some of the following signs?

RECRUITMENT

- The Person did not know where he / she was going to work.
- The Person paid excessive fees for recruitment.
- The Person has no employment contract, the terms and conditions are poorly defined, or the employment contract is written in a language that the Person does not understand.

TRANSPORTATION, TRANSFER

- The Person did not organise his / her transport or did not know the travel route from the place of origin to destination.
- The person shows signs of fear of the man or women who accompanies her / him.
- A third person gives the passport back to the Person just before crossing the border.
- Travelers in a group do not appear to know each other.

HARBOURING, RECEIPT

- The Person lives and sleeps at work.
- The sleeping areas are over-crowded, unhealthy and there are no basic hygiene facilities, with limited privacy or no right to privacy.
- The Person has limited freedom to move in his / her place.



MEANS

Do you find some of the following signs?

THREATS

- The Person shows sign of fear and anxiety, especially in the presence of the supervisor, manager, or men or women who accompany him / her during transport, transfer or border crossing.

- The Person makes statements that are incoherent or show indoctrination.
- Men or women who accompany the Person show aggression towards the Person.

USE OF FORCE

- The Person has visible injuries (e.g. bruises, scars, cuts, mouth and teeth injuries, cigarette burns).
- The Person shows signs that he / she is anxious or afraid (e.g. sweating, trembling, difficulty responding to questions directly, avoidance of eye contact for reasons unrelated to culture).
- The Person makes frequent visits to emergency centers for injuries, STDs, abortion.

RESTRICTION OF MOVEMENT

- The Person lives and works at the same location.
- There are control mechanisms of the place of prostitution or working place, such as video surveillance, signs warning people not to leave, inaccessible windows or windows with bars, locked doors, etc.
- The Person is moved from one place to another one by the pimp (or manager of the entertainment place) without his / her consent.

ISOLATION

- The Person does not know his or her location or address
- The workplace is in a remote location which is difficult to reach by public or private transportation.
- The Person has limited or no access to means of communication (e.g. phone, mail, internet).
- The pimp/employer insists on answering questions on behalf of the Person and / or on translating all conversations.

RETENTION OF DOCUMENTS

- The Person does not possess or have access to his / her ID documents (passport, ID card, visa, work or residence permit) or other valuable personal effects (return ticket) and cannot access to them on request.
- Other prostitutes (or workers) are in the same situation, with no access to their ID Documents.
- ID documents seem to be forged.

RETENTION OF WAGES

- The person must give all the money he / she gets from clients to his / her supervisor.
- The employer cannot show an employment contract or proof that wages have been paid to the Person, or employment documents and wage records have been altered.
- Payments are irregular and / or frequently delayed
- The Person does not know how much he / she is earning.

DECEPTION

- The Person did not know he / she would have to prostitute or provide sexual services.
- The actual terms and conditions of work differ from those that were promised orally or in writing.
- The Person signed a new employment contract upon arrival at work.

ABUSE OF VULNERABILITY

- The Person is in an irregular administrative situation and does not hold residence permit or work permits.
- The Person belongs to a group that has been discriminated against or does not have equal rights in society (e.g. based on sex, refugee/asylum status, ethnicity, disabilities, orphan status, or being part of a minority religious or cultural group).
- The Person has limited education and / or is illiterate or does not know the local language.
- The Person is in a situation where he / she is dependent in multiple ways (e.g. reliant on the employer for accommodation, food, and relatives' jobs or other benefits).
- The Person is emotionally and economically tied to the employer/recruiter (e.g. because of a romantic or blood relationship).
- The Person refers to religious or cultural beliefs with fear.

DEBT BONDAGE

- The Person must repay excessive fees for recruitment, transportation accommodation, food, tools or safety equipment that are deducted directly from the Person's wages.
- Repayment terms for wage advances are unclear or manipulated.
- The person must work to repay an actually incurred or inherited debt.
- Parents received a payment in return for their child to come with the traffickers.

Indicators of Trafficking for LABOUR Exploitation



PURPOSE

Do you find some of the following signs that the person is a victim of labour exploitation?

- The working conditions are in gross violation with labour laws and collective agreements.
- The worker is denied breaks, days off, and free time or works on call.
- The employer cannot show employment contracts, insurances or registers for the Persons.
- The worker doesn't know how much he/she earns.



ACTION

Do you find some of the following signs?

RECRUITMENT

- The Person did not know where he/she was going to work.
- The Person paid excessive fees for recruitment.
- The Person has no employment contract, the terms and conditions are poorly defined, or the employment contract is written in a language that the Person does not understand.

TRANSPORTATION, TRANSFER

- The Person did not organize his/her transport or does not know the travel route from the place of origin to destination.
- The Person shows signs of fear of the man or women who accompanies him/her.
- A third Person gives the passport back to the Person just before crossing the border.
- Travelers in a group do not appear to know each other.

HARBOURING, RECEIPT

- The Person lives and sleeps at work.
- The sleeping areas are over-crowded, unhealthy and there are no basic hygiene facilities, with limited to privacy or no right to privacy.
- The Person has limited freedom to move in his/her place



MEANS

Do you find some of the following signs?

THREATS

- The Person shows signs of fear and anxiety, especially in the presence of the supervisor, manager of men or women who accompany him/her during transport, transfer or border crossing.
- The Person makes statements that are incoherent or show indoctrination.
- Supervisors, managers, or the men or women who accompany the Person during transport, transfer or border crossing show aggression towards the Person.

USE OF FORCE

- The Person has visible injuries (e.g. bruises, scars, cuts, mouth and teeth injuries, cigarette burns).
- The Person shows signs that he/she is anxious or afraid (e.g. sweating, trembling, difficulty responding to questions directly, avoidance of eye contact for reasons unrelated to culture).

RESTRICTION OF MOVEMENT

- The Person lives and works at the same location.
- There are control mechanisms at the place of work, such as a video surveillance, signs warning people not to leave, inaccessible windows or windows with bars, locked doors, etc.

ISOLATION

- The Person does not know his or her location or address.
- The workplace is in a remote location which is difficult to reach by public or private transportation.
- The Person has limited or no access to means of communication (e.g. phone, mail, internet).
- The employer controls contacts with other people or insists on answering questions on behalf of the Person and/or on translating all conversations.

RETENTION OF DOCUMENTS

- The Person does not possess or have access to his/her ID documents (passport, ID card, visa, work or residence permit) or other valuable personal effects (return ticket) and cannot access to them on request.
- Other workers are in the same situation, with no access to their ID documents.
- ID documents seem to be forged.

RETENTION OF WAGES

- The employer cannot show an employment contract or proof that wages have been paid to the Person, or employment documents and wage records have been altered.
- Payments are irregular and/or frequently delayed.
- The Person does not understand how wages or deductions are calculated or know how much he/she is earning.

DECEPTION

- The actual terms and conditions of work differ from those that were promised orally.
- The Person signed a new employment contract upon arrival at work.

ABUSE OF VULNERABILITY

- The Person is in an irregular administrative situation and does not hold residence permit or work permits.
- The Person belongs to a group that has been discriminated against or does not have equal rights in society (e.g. based on sex, refugee/asylum status, ethnicity, disabilities, Orphan status, or membership of a minority religious or cultural group).
- The Person has limited education and/or is illiterate or does not know the local language.
- The Person is in a situation where he/she is dependent in multiple ways (e.g. reliant on the employer for accommodation, food, and relatives' jobs or other benefits).
- The Person refers to religious or cultural beliefs with fear.
- The Person refers with fear to religious or cultural beliefs.

DEBT BONDAGE

- The Person must pay excessive fees for recruitment, transportation, accommodation, food, tools or safety equipment that are deducted directly from the Person's wage.
- Repayment terms for wage advances are unclear or manipulated.
- Interest rates for wage advances are unreasonable and may exceed legal limits.
- Parents received a payment in return for their child to come with the traffickers.

2.4. Examples of TIP cases

Case – Wagito

Wagito, a 35-years-old man from Banyuwangi succeeded to escape from the Port and reported to The Embassy of The Republic of Indonesia in Seoul. The body is full of tattoos, muscular stature, and has a loud voice, he reported that he was deceived and tortured at the work. Wagito gave a copy that he had kept so far. When he was asked further about his working conditions, he frequently changed his answers. Sometimes, he stated that he worked from 5am to 11pm, but on another occasion, he stated that he could work any time with unidentified schedule.



Wagito gave an information that many Indonesian people worked at the port. They were transported by different PTs (companies) and promised various jobs such as factories, cruises and restaurants. But they all ended up working for logistics transport companies in fishing ports. Before leaving, the company asked him to pay a training fee of 10 million, the fee would be paid by the company in advance and charged to Wagito through wages deductions.

Wagito attended training of swimming, rolled up the nets and physical training for three days. Four weeks after the training, the agent came to him and handed him a passport, ticket and work agreement. In a work agreement, it was written that he will work on a cruise ship with a wage of USD 450/month. Wagito departed from Tegal to Jakarta. In Jakarta, he gathered with several other prospective workers. For 3 days at the agency's place, Wagito was treated well, meals and drinks were provided even though to sleep, Wagito and other workers had to share the narrow room and only covered with a floor mat.

From Jakarta, Wagito and his 16 friends were explained to directly go to South Korea. As Arrived in South Korea, an agent picked them up and took them to an office located not far from the port. The next morning, the 16 people were divided and taken to separate workplaces. Wagito was told that the cruise ship where he worked was not yet leaning, thus, to spend Wagito's time he would be placed in a logistics company first. All correspondences and passports were held by the agency for the management of work documents.

In a logistics company, Wagito worked in packing division. He sorted and grouped the items according to the address listed. For this work, he got a wage of USD 200/month which was directly transferred to the agency, because Wagito did not have a Korean bank account. He was placed in a small room with 8 other friends, inside the company's complex. Perfunctory meals and drinks are provided by the company. He repeatedly asked when he will work on a cruise ship, but the answer was always the same, the ship was not leaned yet. He once asked to be transferred to another place, but the agency said it was impossible because there was no other available work. If Wagito forced himself to leave,

Wagito would deal with the police, because he did not have a residence permit.

Wagito explained that the working condition was terrible, there was no clarity of working time, a narrow place to stay and it was difficult to communicate with outside parties, due to language constraints.

3

Core Principle of Task Force



ATTFs are formed to create a coordinated and comprehensive response to TIP, building upon skills and expertise of its individual members. ATTF serves public and survivors of trafficking and throughout all aspects of its work it should adhere to the following guiding principles:

Commitment	Commitment to ATTF's Mission derives from understanding of significance of its work and leads to conscious prioritization of involvement and contribution into ATTF activities.
Competence	ATTF individual members should be knowledgeable about TIP specifics and, ideally, experienced in work with vulnerable population. Consolidation of ATTF knowledge and skills is essential for its effective operations.
Collaborative action	ATTF creates a platform for its individual members to work together in synergy. Actions of ATTF members should be collaborative and complimentary not competitive or overlapping.
Shared values	ATTF should develop its mission statement that provide overall guidance to ATTF Members and link them together. Shared values to act ethically and responsibly are ATTF "operational compass" that supports decision-making and creates rationale for planning ATTF work.
Effective leadership	While ATTF is a collaborative action of a team of thematic experts, its success largely depends on effective leadership that promotes positive environment, empowers ATTF members and encourages cooperation between them.
Consistency	Success of ATTF is often builds on commitment of several individuals that pull ATTF forward. While this brings results in a short-run, in a long-run a systemic change must be achieved to ensure continuity of ATTF work despite leadership changes and staff turnover.
Clarity	Roles and responsibilities of ATTF should be clearly formulated and communicated. Clarity in communication should be also applied to daily work and streamlined through all activities of ATTF.
Accessibility	ATTF primary purpose is to address TIP and its services should be easily accessible to those who need them.
Accountability and transparency	ATTF is accountable to community it serves. ATTFs objectives and plans should be clearly defined and effectively communicated, its activities should be reported in regular and transparent manner.

Principles of Work with TIP Victims

All ATTF members should be aware of principles of work with victims of trafficking even if they are not engaged in provision of direct assistance!

Fundamental principles:

1. Do No Harm
2. Victim-centered and victim-first approach
3. Priority of human rights and dignity
4. Non-discrimination
5. Best interest of the child
6. Individual approach and individualized care
7. Confidentiality and personal data protection

8. Safety and security
9. Voluntary participation and informed consent
10. Gender sensitivity

Source: IOM



Victim-centered approach:

- Takes into account individual needs of victims of trafficking and tailors protection responses accordingly;
- Should be based on the fundamental considerations of safety, confidentiality and non-discrimination;
- Should be irrespective of whether the victim participates in the criminal justice process



Source: *The Bali Process Policy Guide on Protecting Victims of Trafficking*, <https://www.baliprocess.net/UserFiles/baliprocess/File/Policy%20Guide%20on%20Protecting%20Victims%20of%20Trafficking.pdf>

For further details see Handbook on Assistance to VoTs

4

Ati-Trafficking Task Force Operation



4.1. ATTF Composition and Leadership

Why Task Force?

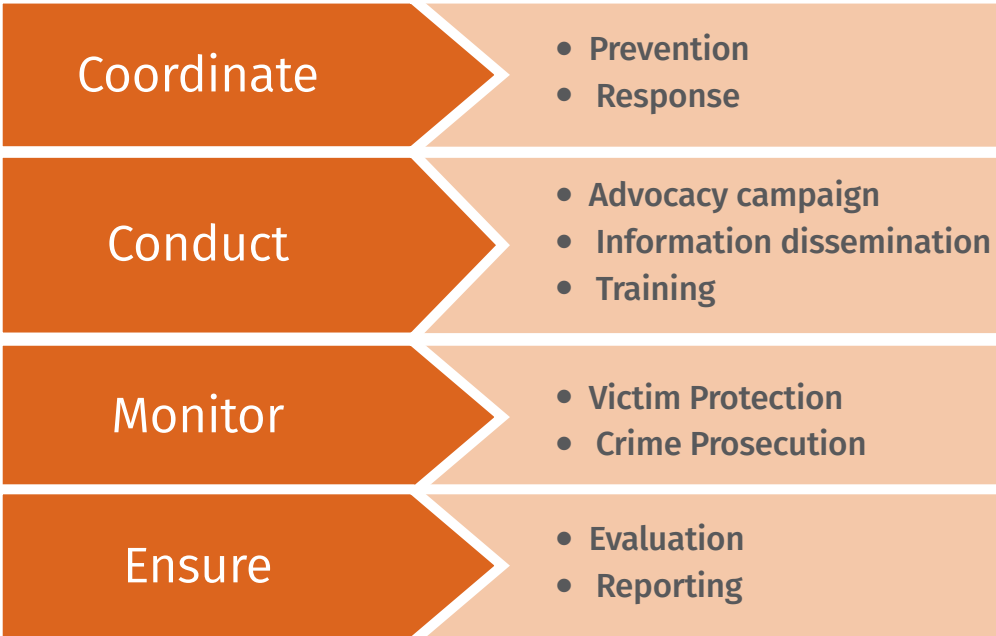


Anti-Trafficking Task Forces (ATTFs) are set up to effectively respond to trafficking in persons (TIP) through collaborative efforts and commitment of multidisciplinary state agencies and civil society. TIP problem is so complex and multi-dimensional, that no single agency has the capacity to ensure prevention, protection and prosecution. Only partnerships make possible to develop and implement comprehensive response that will have a real impact and bring upon systemic change. However, the intervention that involves several actors, proper communication and coordination mechanisms must be in place and enforced ensuring complimentary not overlapping action and putting **the best interest of the survivor** in the centre of the joint effort!

Task Forces can have different names in different countries, such as Coordination Council or Multidisciplinary Group, but the purpose remains the same- to create **a team** composed of actors from different backgrounds each having a specific role and tasks, and contributing with their specific expertise or resources!

ATTF Tasks

ATTF as a collective body and in line with the provisions of the national legislation, is responsible for the following:



It is the role of ATTF leadership to ensure that ATTF carries out its functions in coordinated and efficient manner.

ATTF Leadership

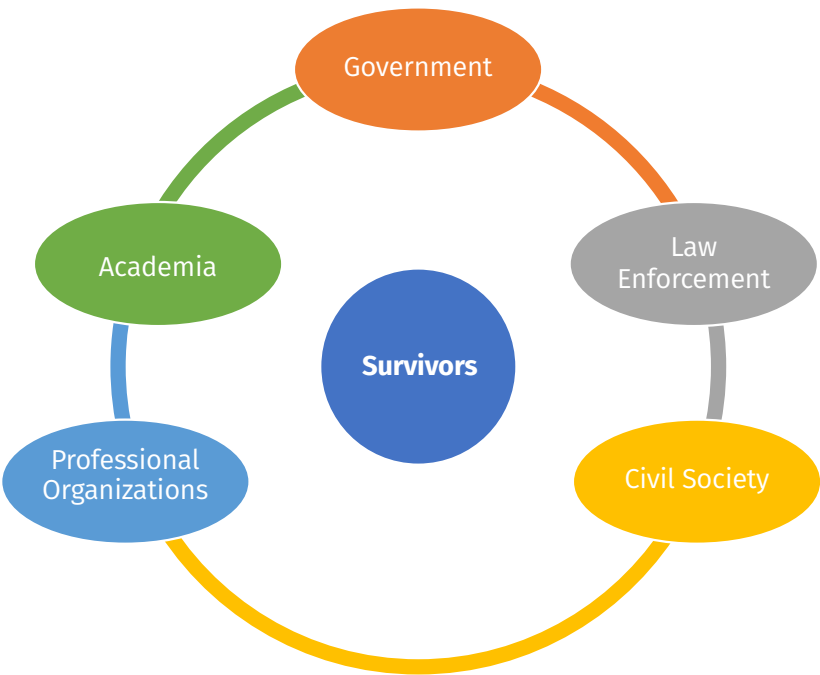
Level	Agency	Role & Reporting	Tasks
NATIONAL	Coordinating Minister for People's Welfare of Republic of Indonesia	Role: Chairperson Reports to: President	<ol style="list-style-type: none"> 1. Prepare and coordinate the implementation of the National Action Plan (NAP) 2. Coordinate implementation of tasks to be performed by members of the National ATTF and Sub-TFFs; 3. Allocate budget for National ATTF task implementation 4. Monitor and evaluate NAP implementation progress 5. Report implementation progress to the President and the public annually and every five years
	State Minister of Women Empowerment and Child Protection of Republic of Indonesia	Role: Steering Chairperson Reports to: Chairperson	<ol style="list-style-type: none"> 1. Assist Chairperson with tasks implementation, including coordination, monitoring, and evaluation at National level and regional level; 2. Establish the national level Sub-TF; 3. Allocate budget for tasks implementation by the national Integrated Service Centre; 4. Guide and supervise the National, Provincial and District/ Municipal ATTFFs; 5. Lead and manage the operations of the national ATTF Secretariat; 6. Report implementation progress to the Chairperson
PROVINCIAL	Vice Governor or Provincial Regional Secretary	Role: Chairperson Reports to: Governor	<ol style="list-style-type: none"> 1. Compiling and coordinating the implementation of the Regional Action Plan (RAD) for the eradication of Trafficking in Persons; 2. Coordinating work of Provincial ATTF and District/ Municipality ATTF; 3. Allocating budget for the implementation of Provincial ATTF tasks; 4. Monitoring the implementation of Provincial and District/ Municipality ATTF members' tasks;

Level	Agency	Role & Reporting	Tasks
			<ol style="list-style-type: none"> 5. Evaluating the impact of Provincial and District/ Municipality ATTF members' activities; 6. Reporting implementation results to the Governor and Public annually and every five years.
	Head of Regional Work Unit for Women Empowerment and Child Protection	<p>Role: Steering Chairperson</p> <p>Reports to: Provincial Chairperson</p>	<ol style="list-style-type: none"> 1. Assisting the Head of Provincial ATTF with coordination, monitoring, evaluation, and reporting in Province and District/ Municipalities; 2. Allocating the budget for the implementation of Provincial ATTF daily tasks; 3. Fostering and supervising the Provincial ATTF and District/ Municipality ATTF; 4. Leading and operating the secretariat of Provincial ATTF; 5. Report implementation results to the Head of Provincial ATTF
DISTRICT/ MUNICIPALITY	Vice-Regent/Acting Mayor or Secretary of District/ Municipality	<p>Role: Chairperson</p> <p>Reports to: Mayor</p>	<ol style="list-style-type: none"> 1. Compiling, coordinating implementation, and measuring performance of the Regional Action Plan (RAD) on the eradication of Trafficking in Persons at the District/ Municipality level 2. Coordinating the District/ Municipality ATTF members' tasks and measuring performance 3. Allocating a budget for implementation of tasks allocated to the District/ Municipality ATTF. 4. Monitoring the performance of members of the District/ Municipality ATTF; 5. Evaluating the performance of members of the District/ Municipality ATTF;

Level	Agency	Role & Reporting	Tasks
			6. Reporting the monitoring and evaluation results to the Regent/ Mayor and public, annually and every five years.
	Head of regional working unit of Women Empowerment and Child Protection	Role: Steering Chairperson Reports to: District/ Municipality Chairperson	<ol style="list-style-type: none"> 1. Helping the Chairperson in implementation, coordination, monitoring, evaluation, and reporting on the performance of activities to prevent TIP and handle cases and related issues at the District/ Municipality levels; 2. Allocating a budget to enable the performance of daily tasks allocated to the District/ Municipality ATTF; 3. Fostering and supervising the District/ Municipality ATTF; 4. Leading and operating the secretariat of District/ Municipality ATTF; 5. Reporting the outcomes of tasks and activities performed to the District/ Municipality ATTF Steering Chairperson.

State Laws and Regulations **recommend** ATTF structure but do not prescribe it as the only possible option => there is a possibility to adjust ATTF structure and select leadership based on local context and resources available!

ATTF Members



The National Legislation identifies Government agencies and institutions (including criminal justice actors) that form ATTF on National and Subnational levels (for details see the table below). Professional organizations promote interests of specific industries or individuals working in these industries and their participation in ATTFs is particularly relevant for the industries where workers are highly vulnerable to risks of human trafficking (for example, entertainment, spa, hospitality, garment, mining and others). Civil Society organizations include community organizations, charities, foundations, activists groups, faith-based groups and other civic organizations that work in anti-trafficking or other relevant sphere (domestic violence, child protection, youth development, migrant support, organizations helping homeless and others). Academia is composed of professors, researchers and other representatives of higher educational institutions. Ideas on possible engagement of different stakeholders into ATTF work are further elaborated in *Section 4.4 Strategic Partnerships*.

ATTF Members: Government Agencies

National ATTF	Provincial ATTF	District/Municipality ATTF
1. Minister of Home Affairs of Republic of Indonesia	1. Regional Development Agency (BAPPEDA)	1. National Development Plan Body of Indonesia
2. Minister of Foreign Affairs of Republic of Indonesia	2. Manpower and Transmigration Service	2. Ministry of Manpower and Transmigration
3. Minister of Finance of Republic of Indonesia	3. Education Office	3. Ministry of Education
4. Minister of Religious Affairs of Republic of Indonesia	4. Social Welfare Office	4. Ministry of Social Affairs
5. Minister of Justice and Human Rights of Republic of Indonesia	5. Health Office	5. Ministry of Health

Gugus Tugas NASIONAL	Gugus Tugas PROVINSI	Gugus Tugas KABUPATEN/KOTAMADYA
<ul style="list-style-type: none"> 6. Minister of Transportation of Republic of Indonesia 7. Minister of Manpower and Transmigration of Republic of Indonesia 8. Minister of Social Affairs of Republic of Indonesia 9. Minister of Health of Republic of Indonesia 10. Minister of Education and Culture of Republic of Indonesia 11. Minister of Tourism and Creative Economy of Republic of Indonesia 12. Minister of Communication and Information of Republic of Indonesia 13. Minister of National Development Plan /Chief National Development Plan Body of Indonesia 14. State Minister of Youth and Sports of Republic of Indonesia 15. Chief of Indonesia National Police (INP) 16. Attorney General of Republic of Indonesia 17. Chief of National Agency for Indonesia's Manpower Placement and Protection (BNP2TKI) 18. Chief of State Intelligent Agency 19. Chief of National Statistics Bureau 	<ul style="list-style-type: none"> 6. Transportation Office 7. Communication and Information Office 8. Culture and Tourism Office 9. Regional Work Unit of the Finance 10. Youth and Sports Office 11. Agency for Public and Village Government Empowerment 12. Cooperative and Medium Small Enterprise Office 13. Industry and Trade Office 14. Law Bureau of the Regional Secretariat 15. Cooperation Bureau of Regional Secretariat 16. People's/Social Welfare Bureau of Regional Secretariat 17. Civil Service Police Unit 18. Regional Office of Justice and Human Rights Ministry 19. Regional Office of Religious Affairs Ministry 20. Regional Police 21. Regional Attorney General 22. Regional Bureau of Statistic 23. Regional Placement and Protection Service for Indonesian Migrant Worker (BP3TKI) 	<ul style="list-style-type: none"> 6. Ministry of Transportation 7. Ministry of Communication and Information 8. Ministry of Culture and Tourism 9. Regional Work Unit of Finance 10. Head of Department of Youth and Sport 11. Head of Public Empowerment and Rural Government Agency 12. Head of Department of Cooperatives and Small and Medium Enterprise Unit 13. Head of Department of Industry and Trading 14. Head of Legal Division of Regional Secretariat 15. Head of Cooperation Division of Regional Secretariat 16. Head of Public/ Social Welfare of Regional Secretariat 17. Head of Municipality Police Unit 18. Head of Religious Affairs Ministry Office 19. Head of District Commands 20. Head of District Court 21. Head of Statistics National Office
<p><i>The Task Force members of the National level derives from the Ministries and Agencies in ex officio held by Structural or Functional Officials classified into Sub- Task Forces according to their duties and functions.</i></p>	<p><i>Provincial ATTF members include representative officers from Satuan Kerja Perangkat Daerah (REGIONAL WORKING UNIT) (Regional Implementing Unit) and Provincial Government Institutions</i></p>	<p><i>Members of the District/ Municipality ATTF shall include the elements of REGIONAL WORKING UNIT and Governmental Institutions of District/ Municipalities, be ex officio and held by Structural or Functional Official in each work unit.</i></p>

When ATTF is being established (for details and guidance see Section 4.2 Establishing ATTF) it is advisable to include in Government Regulation not only names of agencies that are members of ATTF but also to specify Departments or Units and level of representation (Head of Anti-Trafficking Unit). See for example Annex. Structural Organization of ATTF in Jambi province. It should be noted that structural organization should be adjusted to the specifics of the province/district where ATF is created.

ATTF work shall be supported by the **ATTF Secretariat** and the **Integrated Service Centre** for TIP Victims and Witnesses.

ATTF SECRETARIAT

ATTF on National and Subnational levels shall establish ATTF Secretariat.

ATTF Secretariat functions are:

- Administrative and technical support to ATTF
- Maintenance and storage of TIP cases records



INTEGRATED SERVICE CENTRE for TIP Victims and Witnesses

Government of every Province/District/Municipality should establish Integrated Service Centre (PPT) that will assist ATTF in TIP Victims and Witnesses protection.

The main functions of the PPT are as follow:

- health rehabilitation
- social rehabilitation
- legal assistance
- repatriation and re-integration

Format of PPT should correspond to the needs in specific community.

Possible formats:

- Integrated Service Center for Women and Child Empowerment
Community-based Integrated Service
- Hospital-based Integrated Service
- Trauma Centre

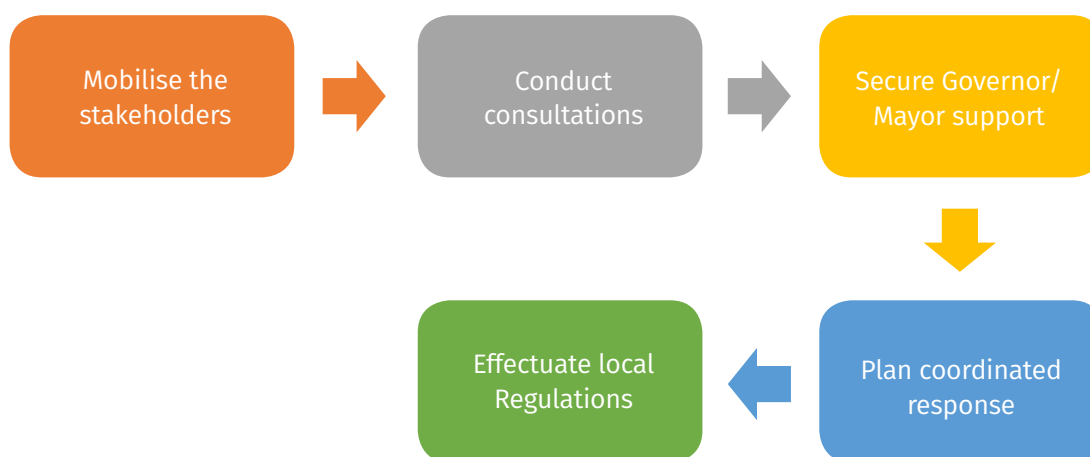


4.2. Establishing ATTF

Law Number 21 of 2007 concerning the Eradication of Trafficking in Persons mandates the establishment of a Task Force to Prevent and Address the Criminal Act of Trafficking in Persons (ATTF) at national level, at Province, and at District/ Municipality, which function is to coordinate various prevention efforts to combat the crime of TIP and ensure that responses are sustainable, integrated and comprehensive.

The Law obligates the National Government and subnational Governments to allocate budgets as necessary to ensure effectiveness of ATTFs.

How to establish ATTF?



★ General Considerations:

- ✓ The relevant Women Empowerment Unit is designated formal leading agency, that is expected to initiate and steer the process of ATTF establishment.
- ✓ NGOs, law enforcement, activists can play invaluable role advocating for establishment of ATTF, sensitizing and mobilizing local stakeholders.
- ✓ Members of provincial ATTF are appointed and terminated by the Governor with Decree/ Regulation of Governor.
- ✓ Members of District/Municipality ATTF are appointed and terminated by the Regent/ Mayor through a decree.
- ✓ For details on possible tasks division among ATTF chairperson, Steering chairperson, Heads of Sub- TFs see Annex ATTF Members Tasks.

📢 Build Capacity of ATTF Members

- ✓ Ensure that ATTF members have a clear understanding of what is TIP (distribute leaflets, encourage online training, organize capacity building events by the experts).
- ✓ Make sure that everyone is aware of the principles and standards of ATTF work and victims' protection.
- ✓ Discuss with ATTF members how anti-trafficking work fits into the mission and existing programmes/budgets of their respective agencies.
- ✓ Create ATTF mailing list or chat group where relevant to TIP updates can be shared and discussed.

- ✓ Encourage discussions of case studies (see 'Case Conference Format' for details).
- ✓ Make sure that new ATTF members receive info package and are prepared to serve on ATTF.

★ Local ATTF Regulations:

- ✓ Develop local ATTF in consultations with the concerned stakeholders.
- ✓ ATTF Regulations determine ATTF Structure (Chairperson, Steering Chairperson, Members, Sub-TFs) and members' roles and responsibilities as well as approves local anti-trafficking plan of action.
- ✓ Ideally, ATTF should indicate not only names of the agency member but also the position of the agency representative to ATTF.
- ✓ Regulations should clearly describe roles of ATTF members. To ensure that every agency is cognizant of its tasks, the Regulations can be supplemented with the detailed Job Descriptions of ATTF Members.

🏠 Consider developing Operational Protocol of ATTF

Operational Protocol can include:

- ✓ SoPs clarifying referral and response mechanisms
- ✓ Charts presenting information and communication flows among ATTF members
- ✓ **Detailed** Job Descriptions for ATTF members
- ✓ Monitoring and Evaluation Plan for ATTF
- ✓ Guidelines for ATTF members on budgeting of their anti-trafficking work
- ✓ Calendar of ATTF and Sub-TFs meetings
- ✓ Other relevant documents.

4.3. Sub- Task Forces (Sub-TFs)

ATTF is a multidisciplinary committee that envisions participation of many interested parties with related but different agendas. Sub Task Forces (Sub-TFs) provide a platform to gather fewer stakeholders dedicated to same issues, thus allowing for greater efficiency and more operational response.

Sub-TFs can meet more often than ATTF and introduce new coordination and communication tools tailored to their needs and functions.

It is important to ensure communication between functional sub-TFs and ATTF leadership as well as information exchange among different sub-TFs.

Presidential Regulation Number 69 Year 2008 envisions establishment and operation of six sub-TF on National, Provincial and District/Municipality level.



Sub-TFs are responsible to Steering Chairperson of the corresponding ATTF

Sub-TFs are coordinated by the following agencies:

	CHILD PARTICIPATION AND PREVENTION	HEALTH REHABILITATION	SOCIAL REHABILITATION, REPATRIATION, AND RE-INTEGRATION	LEGAL NORM DEVELOPMENT	LAW ENFORCEMENT	COOPERATION AND COORDINATION
National Sub-TFs	The Directorate General of Early Education, Non Formal and Informal (PAUDNI), Ministry of Education and Culture	The Director General of Health Care Effort, Ministry of Health	The Director General of Social Rehabilitation, Ministry of Social Affairs	The Director General of Legislation of the Justice and Human Rights Ministry	The Criminal Investigation Department (Bareskrim), of the Indonesia Police	The Deputy of Women Empowerment and Child Welfare, Coordinating Ministry for People's Welfare
Provincial Sub-Tfs	Education Regional Work Unit	Health Regional Work Unit		Law Bureau of Provincial Regional Secretariat	POLDA (Regional Police)	The Cooperation Bureau of Regional Secretariat
District/ Municipality Sub-Tfs	Head of Education Regional Work Unit	Head of Health Regional Work Unit	Head of Social Regional Work Unit	Legal Bureau of District/ Municipality Secretariat		Head of the Regional Secretariat Cooperation Bureau

List of Members and tasks of each Sub-TF are detailed in the Annex Ministerial Regulation of Women Empowerment and Child Protection of the Republic of Indonesia Number 10 Year 2012 Concerning Guideline of Establishment and Reinforcement for Task Force to Prevent and address the Criminal Act of Trafficking in Persons (TIP)

4.4. Strategic Partnerships

Government Agencies

Government regulations list state agencies members of ATTF on national and subnational level (see the list in the section ATTF Composition and Leadership).

It is important to ensure that all ATTF members know their role and responsibilities in ATTF and contribute to ATTF work through their resources and capacities.

In addition to the listed in Regulations ATTF members, according to Article 46 of Law 21 of 2007 of the Republic of Indonesia regarding TIP Eradication, Integrated Services Centers (PPTs) should be established in every Provinces and Districts/ Municipalities to protect TIP witnesses and/ or victims. Although the Integrated Services perform different tasks and functions from ATTF they shall be complementary to each other.

LEADERSHIP BUY-IN

Gain **Governor/Regent/Mayor** support to raise profile of TIP, strengthen government representation in ATTF, prioritize counter-trafficking activities and secure sufficient budget allocations for ATTF operations.

Other Partners

To map other potential CT partners in the community, ATTF members might organize brainstorming session, identifying potential partners and grouping them by the areas of potential cooperation.

Traditional counter-trafficking partners in the community include, but not limited to:

- **Non-Governmental Organizations:** partners in TIP prevention and victims protection
- **Faith-based Groups:** partners in community outreach and assistance to victims
- **Community activists:** peer-to-peer education, outreach and prevention
- **Community police:** prevention and identification
- **Legal aid clinics:** legal assistance to victims
- **Private companies:** sponsorship of counter-trafficking events, job placement for victims
- **Academia:** partners in research and trainings
- **Thematic Experts:** consultations, training, networking, help in developing new initiatives
- **Media:** advocacy, prevention and outreach

To enhance TIP response, subnational ATTF should partner with other ATTFs on provincial and district/ municipality level. For example, West Java province (area of victims origin) signed Memorandum of Understanding with Batam City (transit and/or destination) that allowed sharing of resources for victim assistance.

MoU on Free Health Care from Government's Health Insurance Policy Scheme

One of the challenges identified in Batam was the difficulties for VoTs to access health services in the city because due to its profile as a transit city, the VoTs did not have same rights to utilize government services. Therefore, through a dedicated effort involving negotiations over 12 months between city health officials and service providers, the Batam ATTF and the Government's Social Security Service (or BPJS - Badan Penyelenggara Jaminan Sosial) had drafted MOU that allows VOTs who are not residents of Batam to receive medical treatment with the costs fully covered by the Batam Office of Health through a case-by-case reporting

Formalizing Partnerships

Developing and signing Memorandums of Understanding with ATTF partners contributes to strengthening and regulating partnerships and demonstrates seriousness of the partners commitments. Moreover, in the environment of staff fluctuation, having MoUs in place contributes to sustainability of the initiatives, maintains continuity and generates institutional memory.



Good Practices: Indonesia

Batam ATTF signed Memorandums of Understanding with Legal Aid Foundation and Private Law Firms. MoUs enabled provision of pro bono legal assistance to victims identified in Batam. Such partnerships have potential to contribute to more effective prosecution of TIP cases.



Good Practices: International

Cooperation between different actors, both on an operative and policy level, is the key to effectively combating trafficking in human beings and to protecting its victims. Law enforcement agencies, governmental and non-governmental organizations (NGOs) have different functions, expertise and institutional capacities that need to be clearly defined to enable them to effectively work together. By clearly defining those aspects, formalized cooperation agreements such as Memoranda of Understanding (MoUs) can bridge communication gaps and build on existing trust relationships. MoUs can also foster a common understanding of the objectives, roles and responsibilities of the different stakeholders and help them to overcome discrepancies in the definitions and approaches applied at the operational level.



Lithuania

Lithuania shared its experience of implementing MoUs between the police and NGOs in its ten municipalities. It reported that the first version was signed in December 2004 and the next in March 2006. The MoUs focus on three forms of cooperation: firstly, the sharing of information; secondly, rendering assistance to victims of trafficking; and thirdly, organising conferences to facilitate learning together. The MoUs also require police stations to display information about NGOs in their localities in order to provide the right information to the public and victims.



Poland

In 2010, Poland set up a specialist human trafficking task force that was being piloted in one region to coordinate cooperation between several

actors, including labour inspectors and prosecutors. Poland proposed incorporating MoUs into the work of the task force with the ambition of extending this structure to other regions if the pilot was successful.

Source: <http://www.cbss.org/safe-secure-region/tfthb/>

Model Memorandum of Understanding (MoU) for law enforcement agencies and specialist service providers working with victims of human trafficking for sexual exploitation in the Baltic Sea Region.

Read the Memorandum here.

Benefits of Memoranda of Understanding:

BENEFITS OF MEMORANDA OF UNDERSTANDING	COMPONENTS OF MEMORANDA OF UNDERSTANDING
<ul style="list-style-type: none"> • The parties of the agreement are defined and recognize their mutual rights and responsibilities. • MoUs form a mutual agreement and are not an obligation formulated by one side, unlike a directive. • The responsibilities and roles of the parties are clearly defined. • Further possible misunderstandings are avoided: ideally, MoUs contain clear delineations and foster understanding of different responsibilities. • MoUs support the process of building trust between the parties. • MoUs provide for transparency and less bureaucracy, hence a swifter and more effective response can be achieved. • This response leads to adequate assistance and stabilization of the trafficked person which increases the possibility of cooperation with law enforcement agencies. • MoUs offer an objective frame of reference which helps to measure progress. • MoUs reinforce accountability on both sides. • MoUs recognize partners' limitations and commitments. • MoUs offer the possibility of evaluating the results of the cooperation. 	<ul style="list-style-type: none"> • Partners • Definition of purpose • Principles of cooperation • Target group • Detailed definition of different responsibilities and details of cooperation procedure between partners • Mutual communication of information • Duration of support • Funding of the cooperation • Time when the MoU comes into effect • Monitoring of the MoU • Amendment and expansion of the MoU • Evaluation of the MoU • Settlement of disputes • Termination of the MoU

Source: IOM, *Guiding Principles on Memoranda of Understanding between Key Stakeholders and Law Enforcement Agencies on Counter-Trafficking Cooperation*

http://publications.iom.int/system/files/pdf/guiding_principles_on_understanding.pdf

4.5. Plan of Action

ATTF's Strategic Plan of Action (PoA) should be developed as soon as ATTF is formed, reviewed regularly and updated according to the results of monitoring and evaluation. PoA breaks long-term goal into short- to medium-term actionable objectives, determines who is doing what, and is used to develop annual budget (see next chapter for details). To enforce PoA implementation, ATTF might develop additional SoPs, MoUs and other documents as needed.

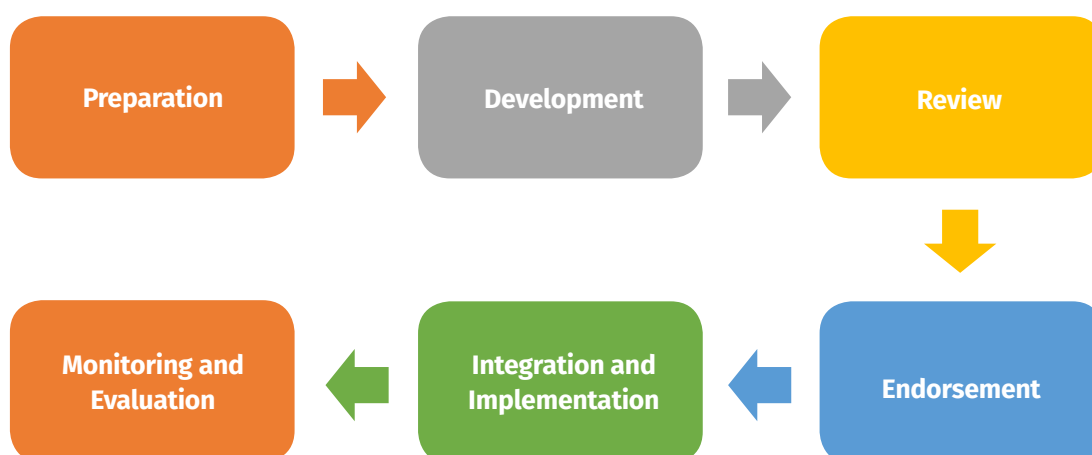
Development of Anti-Trafficking PoA on Provincial, District/and Municipality level is mandated by *the 2009 Coordinating Ministry of People Welfare Regulation (Permenkokesra) Number 25 on National Plan of Action (RAN) on TIP elimination and the eradication of the Sexual Exploitation of Children (ESA) 2009-2014*.

Key **Principles** for effective PoA development:

- Equality and non-discrimination
- Justice
- Empowerment
- Participation
- Accountability

Stages of PoA development

PoA development is a participatory process that consists of the following stages:



Preparation

Effective PoA of ATTF should be developed in participatory and inclusive manner. Form Working Group (WG) for development of PoA consisting of ATTF members from government agencies and civil society to participate in the development of PoA. This is essential requirement as implementation of PoA is reliant on efforts of multiply agencies and organizations. When composing WG for PoA development ensure that ATTF members are represented by the decision-makers who are knowledgeable about TIP specifics, situation in the region and in the country, cognizant about their agency role in ATTF. This might require advocacy with the Governor/Regent/Mayor or Head of the ATTF members agency. Preliminary work might be conducted with WG members who didn't work on TIP matters before, to raise their awareness and secure commitment to participate in Working Group meetings as well as to facilitate PoA Integration and Implementation.

It might be helpful to identify “resource person” in the community. This should be someone with extensive expertise in TIP matters and, preferably, first-hand experience of work with victims.

Decide on roles in PoA development (facilitator, note-taker etc), assign the roles to the competent staff and explain what each role entails.

Take care of organizational aspects: invitations, venue, stationary, equipment and other materials that might be required in planning.

Development

Organize discussions in WG Meetings (WGM) to develop SMART PoA.

As demonstrated by the experience of communities that already have PoA in place, on average three meetings are required to draft PoA.

S	SPECIFIC	Specify a task to be completed
M	MEASURABLE	Is this task measurable and how will it be evaluated. This will help indicate when the task has been accomplished
A	ACHIEVABLE	Is the task achievable and what are the resources and actions required to achieve this task?
R	RELEVANT	Is the task relevant to achieving the particular stated priority in the clearing plan an relevant to the school’s current circumstances?
T	TIME BOUND	How long will the task take and in what timeframe will it be achieved?

PoA should be evidence-informed and based on shared vision and careful local situation assessment. According to the legislation, ATTF PoA should contain at minimum:

- Problem Statement/Analysis
- Activity Plan
- Success Indicator
- Time-frame
- Responsible person/agency
- Implementing team

From the onset of planning, agree on common aspects of PoA, such as duration of the PoA (for example 3-year PoA or 5-year PoA) and structure of the PoA. It is logically, to align PoA structure with the ATTF structure and have PoA sections corresponding to existing Sub-TFs.

See Sample ATTF Action Plan in Annex X

If this logic is followed, District/Municipality PoA is to be divided into the five sections:

- (i) Prevention,
- (ii) Health Rehabilitation,
- (iii) Social Rehabilitation, Repatriation and Reintegration,
- (iv) Law Enforcement,
- (v) Cooperation and Coordination.

National and Provincial PoA is to be divided into the six sections:

- (i) Prevention,
- (ii) Health Rehabilitation,
- (iii) Social Rehabilitation, Repatriation and Reintegration,
- (iv) Legal Norm Development,
- (v) Law Enforcement,
- (vi) Cooperation and Coordination.

Sub-TFs head are expected to take a leading role in development of the relevant section of PoA, coordinating work of the small groups, compiling and summarizing inputs of all participants.

ATTF leading agency is responsible for compiling inputs from all Sub-TFs and circulating draft PoA to ATTF members for review.

Review

When PoA is finalized by ATTF it should be submitted for review to the Province/Municipality/District Secretariat's Legal Department. The review might result in comments and suggestions that need to be addressed by ATTF leadership, Sub-TFs heads and members. Note that review process can take several months and account for it in your planning process.

Endorsement

When PoA review is finalized by the Secretariat, the Governor/Regent/Mayor formally endorses PoA and issues a decree approving PoA and prescribing frequency of monitoring and reporting as well as identifying sources of budget allocations. To enable budget allocations, ATTF members should develop annual budget proposals (corresponding to their activities in PoA) and advocate for sufficient resources. See next chapter for details on Budgeting process.

Note: *Until POA is endorsed by the Governor/Regent/Mayor, budget will not be allocated. PoA endorsement is required to enable budget allocations endorsement by Parliamentarians.*



Integration and Implementation

After Endorsement each ATTF member is supposed to integrate relevant parts of PoA in their agencies' Strategic Plans (Renstra) and Workplan (Renja). This will also support *budgeting* process for PoA implementation. See next chapters for details on *Budgeting* process.

Effective Implementation of the PoA largely depends on collective awareness, commitment and capacity of ATTF members, cooperation and communication of the stakeholders. While implementation of ATTF PoA is a collective effort, effective leadership is crucial to motivate and steer ATTF members towards collaborative action as outlined in PoA.

Furthermore, implementation of PoA requires clear division of roles and responsibilities. ATTF members might want to develop specific SoPs (such as SoPs on Victims Identification, Referral and Assistance), and agree on communication and coordination flows to maximize effectiveness of PoA implementation. Additionally, short-term annual action plans can be developed to make ATTF work more operational and transparent.

Monitoring and Evaluation (M&E)

Frequency of ATTF meetings, and specific activities for the PoA M&E, as well as agencies role in M&E are determined in the PoA Section *Cooperation and Coordination* and reinforced through relevant clause(s) in Governor/Regent/Mayor Decree on PoA endorsement.

PoA Monitoring is not a one-off action but a process throughout PoA implementation. Data collected in the process of monitoring should be discussed and analysed by ATTF members, guiding periodic review of PoA and introduction of corrective measures if and as needed.

Evaluation of PoA (outputs, objectives, impact) should be done in systematic manner and result in recommendations for PoA enhancement. ATTF can design their own M&E Plan utilizing available approaches and practices.

Example of Evaluation Criteria

The five OECD/DAC evaluation criteria: Relevance, Effectiveness, Efficiency, Impact and Sustainability. Additional criteria may also be added such as “Participation” or “Responsibility”.

Relevance	Are we doing the right thing? How important is the relevance or significance of the intervention regarding local and national requirements and priorities?
Effectiveness	Are the objectives of the development interventions being achieved? How big is the effectiveness or impact of the project compared to the objectives planned (Comparison: result – planning)?
Efficiency	Are the objectives being achieved economically by the development intervention? How big is the efficiency or utilisation ratio of the resources used (Comparison: resources applied – results)?
Impact	Does the development intervention contribute to reaching higher level development objectives (preferably, overall objective)? What is the impact or effect of the intervention in proportion to the overall situation of the target group or those effected?
Sustainability	Are the positive effects or impacts sustainable? How is the sustainability or permanence of the intervention and its effects to be assessed?

Source: OECD Guidelines for Project and Programme Evaluations
<https://www.oecd.org/development/evaluation/dcdndep/47069197.pdf>

4.6. Counter-Trafficking Budget

Adequate budget availability is one of the indicators that are used to evaluate the level of commitment of each Regional Head to fight TIP in the region.

Relevant legal provisions:

Presidential Regulation #69/2008 on ATTFs’ coordinating Mechanism, Chapter 5 Budget:

Article 30

- (1) The budget for implementing the tasks of the Central Task Force shall be borne by the Revenue and Expenditure Budget Country through State Ministry of Women’s Empowerment.
- (2) The budget for implementing the tasks of the Provincial Task Force shall be borne by the Revenue Budget and Provincial Regional Expenditures.

- (3) The budget for implementing the tasks of the Regency / City Task Force shall be borne by the Revenue Budget and Regency / City Regional Expenditures.

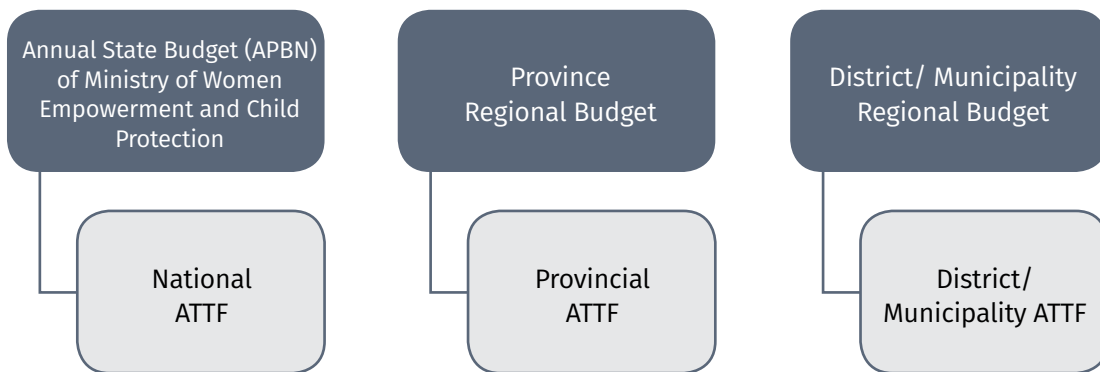
Article 31

Results of coordination of the Central Task Force, Provincial Task Force and District / City Task Force the implementation is the responsibility of each central and regional agency, the financing charged to the budget of each relevant agency in accordance with the provisions legislation.

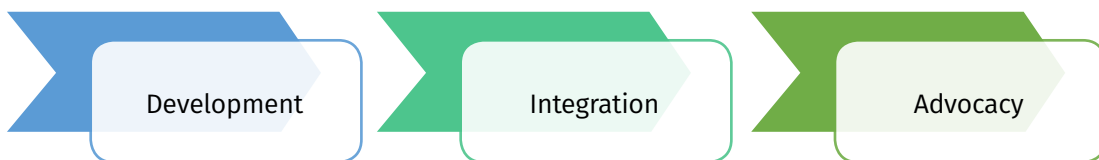
Ministerial Regulation of Women Empowerment and Child Protection of the Republic of Indonesia Number 10 Year 2012 Concerning Guideline of Establishment and Reinforcement for Task Force to Prevent and address the Criminal Act of Trafficking in Persons (TIP)

ATTF operations require consistent and adequate financing for TIP response. Similar to joint work of ATTF Members on Plan of Action, budgeting is a collective effort that require understanding and commitment from all ATTF members.

Sources of ATTF Funding



Stages of Budget Process



DEVELOPMENT

The budget is developed ANNUALLY by ATTF Members. It should be clear from the beginning of budgeting that there is no separate ATTF budget envisioned by existing regulations, instead anti-trafficking budget is a part of each ATTF member’s annual budget. Nonetheless, coherence between PoA and the budget is required to ensure that ATTF Members have budgets to implement activities that they are responsible for and no activity is overlooked in the process of budgeting.

To identify budgetary needs use existing baseline against which the eventual cost for the next budget period can be developed.

Example.

Calculating budget for VoTs assistance.

In 2018, 120 VoTs were identified. In 2019, envisioned trainings for service providers are expected to lead to 30% in VoTs identification. Thus, budget for 2019 should be calculated for 156 VoTs assistance.

Formula for budget development: divide PoA into units (months, experts, beneficiaries)- > determine the cost per unit-> multiply the number of units by the cost per unit-> sum up the total cost.

Avoid using Lump Sum cost and show more specific Unit Cost and Units Number calculations instead.

Budget should be:

- **Justified:** linked to the region's needs and priorities, and corresponding to specific PoA activities. Budgeted expenditures must be reasonable and clearly demonstrating costs breakdown
- **Detailed:** detailed budget is more transparent and clearly show how the cost estimates were calculated. Add list of items for each budget category and a budget description under Remarks to the budget lines as necessary.
- **Proportional:** administrative expenses as a rule should not exceed operational expenses. While it is important to budget for ATTF administrative expenses of ATTF, such as ATTF meetings and travels, it is important that the core of the budget is for the ATTF activities (prevention and response to TIP).

INTEGRATION

ATTF is advised to compile RAN and RAD as part of annual and five year programs. RAN and RAD must be integrated into a Document of Medium and Annual Term Planning.

Ministerial Regulation of Women Empowerment and Child Protection of the Republic of Indonesia Number 10 Year 2012 Concerning Guideline of Establishment and Reinforcement for Task Force to Prevent and address the Criminal Act of Trafficking in Persons (TIP)

As per current practices, the budget for TIP response is not available for ATTF as a whole but through the budgets of each ATTF member's institution. Thus TIP Budget have to be integrated in each of the institution's framework and periodic planning. This will allow ATTF members to request budget allocations needed to counter TIP in the district and execute POA activities.

It is important to note, that integration of the budget requires also linkages to the primary responsibilities of the ATTF members. Budget lines that are not concurrent with the institution's main role and objectives might not be approved by the local parliament. For this reason, budget request for counter-trafficking activities has to be interlinked with the institution's main function and role in the region/district/municipality government.

It might be helpful to ask the Secretariat to assist the ATTF in the budget development and integration process.

The Integration exercise is not applicable for the law enforcement agencies and other ATTF Members that receive budget allocations from the central government's budget, i.e., the line ministries and agencies.

ADVOCACY

The Regional Head is accountable for the welfare of the local community and, as such, prevention and handling efforts fund allocation towards cases and issues relating to TIP shall be his/her entire responsibility.

Ministerial Regulation of Women Empowerment and Child Protection of the Republic of Indonesia Number 10 Year 2012 Concerning Guideline of Establishment and Reinforcement for Task Force to Prevent and address the Criminal Act of Trafficking in Persons (TIP)

ATTF are expected to advocate for sufficient counter-trafficking budget allocations and sensitize Regional/Municipal/District leadership to the importance of TIP response.

National Regulations suggest the following advocacy activities for ATTF

- Implement **advocacy campaigns** to encourage the government at National or/and Regional levels to participate in the budget allocation for TIP response
- Conduct **meetings with legislative institutions** (DPR RI and DPRD) to present and priorities ATTF work. Task Forces shall also use these meeting to emphasize the importance of adequate budget allocation.
- Collaborate with **private sector** and **non-governmental organizations** in planning and budgeting for TIP response.

To plan advocacy campaigns and conduct meetings with local Parliamentarians it is important to know the Budget Calendar and schedule the meetings accordingly.

Budget Calendar on Subnational Level

<http://documents.worldbank.org/curated/en/681171529941208881/pdf/PEFA-Report.pdf>

No	Activities	Deadline	Actual Dates for 2016 (from PEFA SNG Assessments)
1	Preparation of Government Annual Work Plan (RKPD) and Work Unit Work Plan (Renja SKPD)	End of May	June 27(Lamongan) and May 29 (Balikpapan)
2	Preparation of General Budget Policy and Temporary Budget Ceiling (KUA PPAS) including finalization of agreement with local parliament	End of July	n.a.
3	Preparation of annual work plan and budget of work unit	End of September	October 19 (Lamongan) and September 28 (Balikpapan)
4	Submission of local budget draft to the parliament	1 st week of October	October 31 (Lamongan) and November 16 (Balikpapan)
5	Parliament approve draft budget	November 30	November 10 (Jatim province), November 14 (Lamongan district) and November 30 (Balikpapan Kota)
6	Submission of draft budget to be evaluated by province (district) or the MOHA (province)	3 days after parliament approval	n.a.
7	Evaluation provided by the MOHA or the provincial government	15 working days after draft is submitted for evaluation	n.a.
8	Incorporation of evaluation result	7 working days after evaluation is received	n.a.
9	Draft budget is legislated into local regulation	December 31	December 14 (Lamongan) and December 23 (Balikpapan)

Source: Indonesia Public Expenditure and Financial Accountability (PEFA) Assessment Report 2017, World Bank.

NATIONAL BUDGET CALENDAR:

The MOF and BAPPENAS jointly issue the budget circular in February/March for the next fiscal year and both review the work plans and budgets submitted by line ministries in June/July through trilateral discussions.

Parliament: Law No. 17/2014 on the legislative institutions MD3 (MPR, DPR, DPD and DPRD) regulates the detailed parliamentary procedures to review budget proposals in advance of budget hearings. The law includes arrangements for public consultations. It also includes internal organizational arrangements, such as specialized review committees (Commissions I to XI), technical support (Badan Keahlian DPR), and negotiation procedures.

Source: Indonesia Public Expenditure and Financial Accountability (PEFA) Assessment Report 2017, World Bank <http://documents.worldbank.org/curated/en/681171529941208881/pdf/PEFA-Report.pdf>

It is advisable to conduct advocacy meetings not only with thematic Commission, but also with other commissions to gain stronger support in the budgeting process.

Successful outcome of the ATTF advocacy with the Parliamentarians shall result in legislators commitment to support ATTF efforts to secure adequate funding for the implementation of the PoA.

EXAMPLE:

Batam ATTF to secure sufficient budget allocations for PoA implementation, has organized a budget coordination meeting and invited Batam Agency of Regional Development Planning (Badan Perencanaan Pembangunan Daerah - BAPPEDA) representative to attend. The representative from BAPPEDA presented to ATTF members the budget channelling mechanism for activities included in the PoA.

Following the meeting, BAPPEDA representative initiated PoA discussion with the Government's Legal Office that resulted in PoA incorporating into the next administrative Regional Mid-term Development Plan (Rencana Perencanaan Jangka Menengah Daerah – RPJMD).

When budget is secured, the budgeting cycle progresses to execution and evaluation. Legislative institutions are responsible for monitor the implementation of PoA and budget utilization by the ATTF members.

Principles of Budgeting

Government regulations instruct to use gender-responsive approach in Budgeting and Planning (PPRG) and taking into account the achievement of the Integrated Minimum Service Standard (SPM) for Women and Children Victims of Violence.

DEFINITION:

Gender-responsive budgeting is not about creating separate budgets for women, or solely increasing spending on women's programmes. Rather gender-responsive budgeting seeks to ensure that the collection and allocation of public resources is carried out in ways that are effective and contribute to advancing gender equality and women's empowerment. It should be based on in-depth analysis that identifies effective interventions for implementing policies and laws that advance women's rights. It provides tools to assess the different needs and contributions of men and women, and boys and girls within the existing revenues, expenditures and allocations and calls for adjusting budget policies to benefit all groups.

Source: UN Women Asia and Pacific <http://asiapacific.unwomen.org/en/focus-areas/women-poverty-economics/gender-responsive-budgeting>

Use of PPRG method opens the opportunity to access deconcentrated fund in related technical ministries.

4.7 Coordination

Coordination integrates activities of different ATTF Members, makes ATTF more efficient and transparent, enhances information exchange and helps avoiding duplication of efforts. Government Regulations development of coordination mechanisms on National, Provincial and District/Municipality level.

When developing ATTF PoA and Budget, include ATTF meetings in both!

Meetings

There are several ATTF meeting formats envisioned for National, Provincial and District/Municipal ATTFS to ensure coordination among ATTF members, as well as between National and Subnational levels.

1. Plenary Coordination Meetings

Plenary Coordination Meetings	How often?	Who chairs?	Who attends?	What is discussed?
National ATTF Provincial ATTF District/ Municipality ATTF	At least once every 4 months	Steering chair-person of the ATTF	All members of ATTF and Sub-TFs	<ul style="list-style-type: none"> • compiling annual work plans; • monitoring • discussing problems and barriers • cooperation • improving ATTF activities

At the plenary meetings strategic decisions are made and course of action is discussed

2. Sub-TFs Coordination Meetings

All Sub-TFs members are expected to meet once a month or as frequent as needed, to discuss SUB-TF's thematic subjects, progress with the activities, challenges and other relevant operational matters. These meetings can be also used as learning and networking opportunities for Sub-TFs members.

3. Coordination between different levels of ATTFS

Once a year National ATTF should organize a National Coordination Meeting that is to be attended by National, Provincial and District/Municipality ATTFS. The meeting is organized to enhance coordination, communication and monitoring between national and subnational level.

Additionally, once a year Provincial ATTFS should organize a Provincial Coordination Meeting that is to be attended by all ATTF members from the Province and Districts/Municipalities in this province.

Attf Meeting Checklist

BEFORE the meeting

- Identify date
- Develop draft agenda
- Send invitation to the ATTF Members (~ 2 weeks ahead)
- Receive confirmations and participants name
- Schedule meeting room and needed equipment
- Prepare materials and handouts for the meeting
- Send meeting reminder to all attendees (2 days before)
- Assign note-taker, facilitator and other roles as needed

AFTER the meeting

- Send meeting notes and action points to ATTF members
- Collect and incorporate feedback
- Start next meeting from reviewing Action Points from the last meeting

4. Special Coordination Meeting

As frequent as necessary, ATTF and Sub-TF members should organize Special Coordination Meetings.

Special Coordination Meetings are called to discuss and resolve urgent matters requiring immediate response. Special Coordination Meetings are led by the ATTF Steering Chairperson.

One of the possible formats for the Special Coordination Meetings is Case Conference format that is goal-focused and allows for effective discussion facilitation and development of response strategy collectively by all key actors.

Definition of Case Conference:

a meeting at which all the parties involved in a medical, legal, or social work case come together to discuss it

From <<https://www.collinsdictionary.com/dictionary/english/case-conference>>

Example of Case Conference Protocol

Support to End Exploitation Now (SEEN) in Suffolk County, Massachusetts

The CAC in Suffolk County noticing the need to address sex trafficking in their area developed a multidisciplinary anti-trafficking team (MDT) and a set protocol when a survivor was identified. SEEN response protocol:

1. When a referral is received, the Case Coordinator logs the referral and arranges a case conference which includes all involved parties, usually within 48 hours.
2. Case Conference includes discussion of the following:
 - Child/Victim: Is the victim open to engaging in services? What is the relevant history?
 - Placement/Shelter: Does the child have a safe place to stay? Do they need a new placement?
 - Interpersonal Support: Who does the victim trust? Do they need additional supports?
 - Investigation/Investigative Interview: Is the victim willing to talk about their exploitation? Is the victim emotionally and/or physically stable for an interview?
 - Threats/Dangerousness of Pimp: How dangerous is the offender? Does the offender have access to the victim?
 - Psychological Treatment: Is the victim currently receiving treatment? Are there any concerns about suicidality or other mental health issues?
 - Medical Evaluation/Health Care: Are there any medical concerns? Is it a priority to get the victim to a medical provider?
3. By the end of the case conference, each team member is clear about who will take charge of what part of the plan. A follow-up case conference is scheduled if needed.
4. The coordinator keeps all the team members updated on the victim's status and follows up at a later point with the individual team members who have been assigned tasks regarding the client's service plan.
5. The MDT meets regularly via conference call or in person to share information and ideas about individual clients to determine the best way for each agency to respond effectively to the clients' needs.

<https://ocfs.ny.gov/main/humantrafficking/resources/fast-facts-Examples-of-MDT-Protocols.pdf>



Communication

ATTF members should discuss and agree on the most convenient and efficient tools for communication among the ATTF members as well as methods of communicating ATTF work to the community.

Internal Communication

ATTF members can communicate in meetings, by phone or emails, through group chats and web conferences. In the beginning of ATTF operation, more meetings might be required to make sure that all ATTF members know their roles and responsibilities, and that they know other ATTF members personally. When ATTF is already operational, customized communication tools should be introduced (such as ATTF mailing list, and ATTF group chat), through which ATTF members will receive regular updates, and will be able to rapidly communicate with each other if situation requires. It should be also agreed how ATTF will work on documents that require collaborative editing- through emails, or using software and applications like Google Docs, Microsoft's iCloud or Team Viewer.

ATTF contact list should be created and regularly updated if ATTF Members change. New ATTF members should be added to existing mailing lists and chats when they join ATTF.

Additional valuable communication tool is Audio or VideoConference. This allows to bring ATTF members together saving time and funding required to organize a meeting. Moreover, VideoConference can be a platform to discuss relevant issues with other ATTFFs (for example, other ATTFFs in the same province, ATTFFs of sending and destination areas, or between district/municipal and provincial ATTFFs).

There are various tools easily available online and offering audio- and video-calling services to host meetings with multiple remote participants (Skype for Business, BlueJeans, Join.Me and others)

External Communication

Work of ATTF can be communicated to the community through outreach events, regular newsletters, thematic websites and social media, press-conferences and press-releases. ATTF should establish who is in charge for external communication

Objectives of ATTF external communication:

- Engage new partners and facilitate cooperation;
- Familiarize community with ATTF work;
- Reach out to at-risk groups raising awareness about TIP risks;
- Communicate to (potential) VoTs about assistance and services available through ATTF;
- Request feedback from the community and beneficiaries.

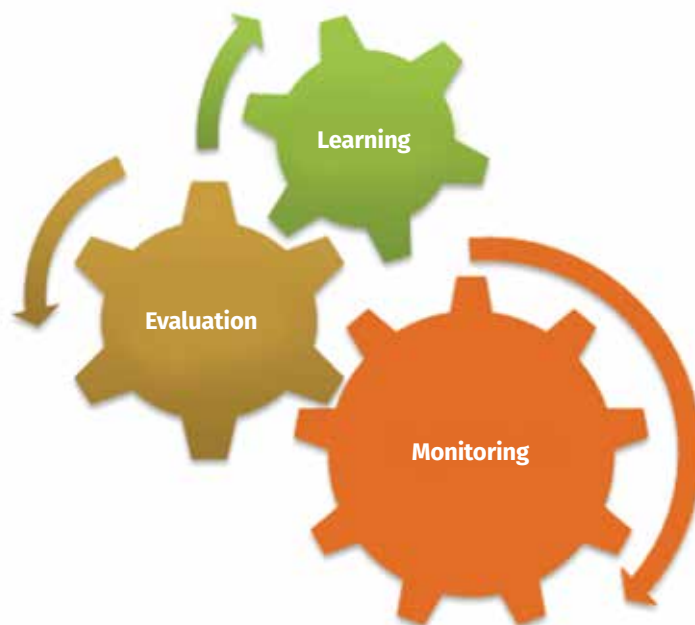
As ATTF members may communicate sensitive data, they must ensure that confidentiality principle is adhered to and no sensitive information is disclosed to the third parties!

For ATTF message to reach target audience, develop ATTF Communication Plan, identify the leading agency and assign role and responsibilities to ATTF members!

7 Cs for Effective Communication	
Credibility	Builds Trust
Courtesy	Improves Relationship
Clarity	Makes Comprehension Easier
Correctness	Builds Confidence
Consistency	Introduces Stability
Concreteness	Reinforces Confidence
Conciseness	Saves Time

4.8 Monitoring, Evaluation and Learning

Conducting Monitoring, Evaluation and Learning of ATTF work will give ATTF tools to strengthen its work, identify gaps, serve as a justification for budget requests and ensure that ATTF work is tailored to the local context and challenges.



Monitoring and Evaluation (M&E) of ATTF work.

ATTF monitoring and evaluation (M&E) serve a practical purpose; its results should be used to take corrective measures and improve performance, and to inform the development of new anti-trafficking programmes and policies, thereby linking evaluation to the annual budget allocation process.

M&E plans and tools should be developed in a participatory way, engaging all ATTF members in designing the M&E system for ATTF. ATTF Secretariat should support ATTF in the development of M&E frameworks and tools. Sample monitoring forms and reporting form templates are provided in Annexes Section.

M&E of ATTF work can be conducted through M&E of ATTF Action Plan Implementation (see chapter 5.5 Plan of Action for details).

 **Monitoring** is an ongoing process that assesses ATTF progress and ensures accountability.

 **Evaluations** are conducted at specific points to assess results and the impact of ATTF work.

Monitoring includes general monitoring (for example, monitoring of Anti-Trafficking Policies implementation and Plan of Action progress) and operational monitoring (for example, case monitoring - monitoring of assistance provided to individual victims).

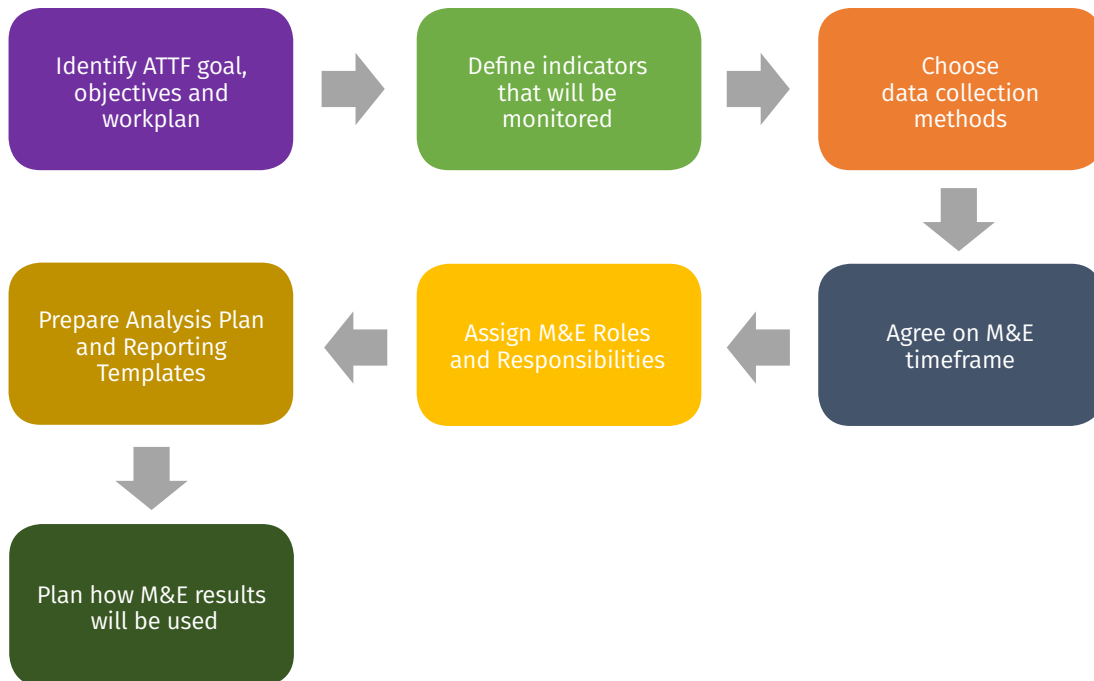
Government Regulations prescribe continuous monitoring and annual evaluation of ATTF work on National, Provincial and Municipal/District level.

Tasks and roles are defined as follows:

- National ATTF is in charge for monitoring and evaluation of the anti-trafficking work done by National ATTF and its Sub-TFs, work of Provincial ATTFs and Provincial Sub-TFs.
- Provincial ATTF is in charge for monitoring and evaluation of work done by Provincial Sub-TFs, as well as Provincial Integrated Services and District/Municipality ATTFs.

- Governors shall perform monitoring and evaluation of Provincial ATTFs and District/Municipality ATTFs.
- District/Municipality ATTF is in charge for monitoring and evaluation of work done by District/Municipality Sub-TFs, as well as District/Municipality Integrated Services.
- Regents/Mayors shall perform monitoring and evaluation of District/Municipality ATTFs.
- Executive Team, comprised of National and Subnational ATTFs, should define the object of M&E, prepare documents and tools for M&E, conduct M&E and compile M&E reports.

Stages of the Monitoring, Evaluation and Learning

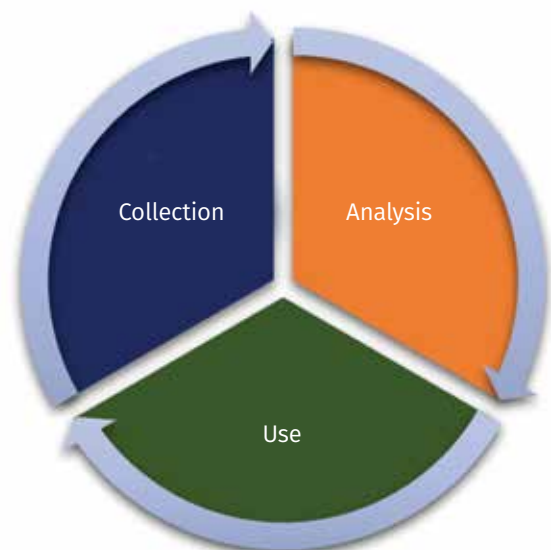


M&E results and findings should be used internally to improve ATTF work and shared externally to the Central Government and community as required or needed. At each stage, M&E generates data for learning and adjusting course of action. M&E data should feed into national and subnational policies and plans designs, inform ATTF decision-making and used for anti-trafficking programmes modifications as needed to achieve greater impact.

Data collection for M&E

Regular collection of both quantitative and qualitative data determines effectiveness of M&E system. The most common methods for data collection include:

- Interviews
- Facilitated Group Discussions
- Site visits
- Written reports
- Documents review
- Research data
- Media analysis



Data collection on ATTF operation

ATTF should collect and analyze data on all of its interventions covering areas of protection, prevention and prosecution.

Examples of data that needs to be collected and analyzed:

Protection	Prevention	Prosecution
<ul style="list-style-type: none"> • Demographics of VoT (age, sex, area of origin, personal backgrounds, motivation for migrating) • Recruitment data (victim's relationship to recruiter, what was offered, how transportation was organized) • Exploitation data (country of exploitation, sector of exploitation, legal status in country of destination, means of control used by perpetrators, exit from trafficking) • Assistance data (what types of assistance were needed) • Data about perpetrators (both alleged and convicted) 	<ul style="list-style-type: none"> • of trainings conducted • of people trained • of knowledge increase after training • of information materials distributed 	<ul style="list-style-type: none"> • of TIP crimes registered • of verdicts

Data collection on identified and assisted TIP cases

The essential part of ATTF MEL is collection and reporting of data about identified and assisted cases of Victims of Trafficking. Data collection should be conducted by all ATTF members in accordance to the instructions provided in the Guidelines on TIP Data Collection (Monitoring Guide).

Collection and analysis of TIP cases **quantitative data** help to make action of ATTF better informed and targeted. For example, understanding of TIP characteristics and dynamic in a specific location, helps to design evidence-informed response plan. Understanding of patterns in recruitment and methods used by traffickers, can be used to identify points of intervention for service providers and law enforcement as well as inform community about risks and alarm about fraudulent offers of perpetrators. Understanding of VoTs demographics and profile, can be used to prevent trafficking by reaching out to specific at-risk groups. Understanding of problem magnitude and gravity of its consequences can be used to secure commitment of high-level officials and sponsorship from the private sector.

Importantly, TIP case data illustrates scope of the problem and should be used to advocate for ATTF budget increase.

Collection of TIP case **qualitative data** (e.g. through interviews with survivors) is needed to, among others, improve services for trafficking survivors and to inform service providers of VoTs problems and needs. For

example, if traditionally rehabilitation programmes are designed for women and children, data received in interviews of men survivors can help practitioners to adjust programs of medical, psychological and economic assistance to better target specific needs of men victims at different stages of reintegration.

As per the monitoring guide, three monthly reports will be submitted to the district focal point, who will in turn, provide feedback and district wide analyses for stakeholders. These district reports will then be sent to provincial focal points to add to province wide data, and again, provide feedback for stakeholders. The next step is a national report based on actual district and province wide data collected by all members of the ATTF.

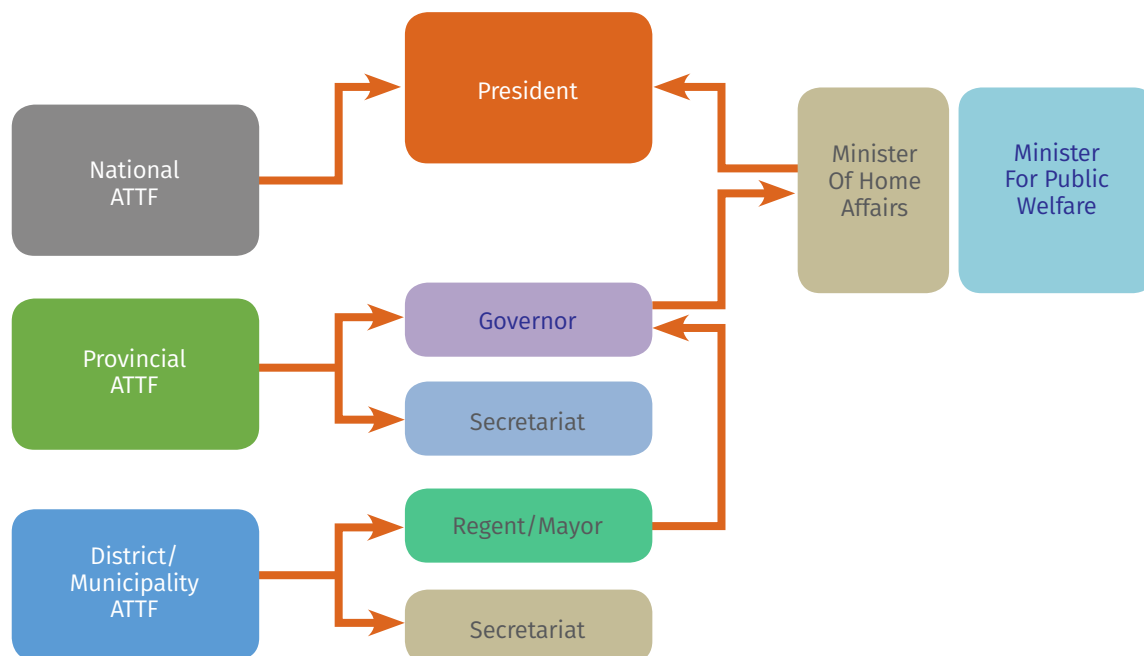
Collecting, analyzing and using TIP cases data, it is critical to adhere to **confidentiality principles**. It is ATTF duty to protect VoTs and to protect VoTs personal data. Data breach will harm reintegration process, put VoT at risk of stigma and discrimination by family and/or community and persecution by traffickers. TIP cases data can be only released in depersonalized and non-identifying format. VoT’s informed consent must be obtained.

4.9. Reporting

The Government Regulations mandate annual reporting of ATTFs and Sub-TFs on national and subnational levels.

ATTF Performance Reports are prepared by ATTF and Sub-TFs and submitted to the ATTF Steering Chairperson.

The Steering Chairperson presents the report to the ATTF Chairperson. The report is discussed in the Plenary Coordination Meetings of the respective ATTF. Steering Chairperson takes minutes of the discussion and shares minutes with the Head of ATTF. The Government regulations envision the following flow for ATTF report submission:



Annual and the five-year reports of ATTF shall be made accessible to public.

Cooperation between national level and local actors

Vertical cooperation between different levels of the same institution (police, border police, prosecutors and line ministries) is essential for sharing information, developing model procedures, coordinating actions, and monitoring and evaluation. Local-level cooperation can be fostered at the national level, by ensuring its inclusion in national strategy and policy documents, by strengthening effective decentralized communication and coordination within key institutions, and by allocating sufficient resources to local actors within institutional budgets.

Source: IOM, https://publications.iom.int/system/files/pdf/trafficking_in_human_beings.pdf

5

Training and Development



Quality of ATTF work largely depends on knowledge and skills of its individual members. Unless ATTF members have received previous trainings and worked in counter-trafficking sphere before, it is ATTF responsibility to ensure adequate capacities and skills of its members. ATTF Chairperson, Steering Chairperson and Heads of Sub-TFs should gain sufficient level of understanding of TIP specifics and take initiative to identify training and development opportunities for other ATTF members.

Human trafficking is a complex and commonly misunderstood phenomenon causing grave consequences for its survivors and their families. TIP is often confused with other related crimes and abuses, such as migrants smuggling, irregular migration, gender-based violence and others. Finally, there are myths and misconceptions surrounding TIP that reinforce social stereotypes. Self-education or training are required to guide new ATTF members through these complexities and ensure that they have background knowledge. As TIP evolves over time and traffickers employ new strategies and methods, even experienced ATTF members require trainings and knowledge refreshers to be aware of new tendencies and patterns, as well as new counter-trafficking tools and partnerships.

Staff turnover can cause significant setbacks for ATTF, decreasing quality of its work and services delivered to VoTs. To address turnover-related challenges and sustain ATTF activities, regular training opportunities should be offered to ATTF members and made mandatory for new ATTF members.

Training and development opportunities give incentives to ATTF members and make them more interested to engage into anti-trafficking work. Multidisciplinary trainings for mixed groups of law enforcement and social service providers can encourage better communication and cooperation on TIP cases, improve understanding of their roles and ensure they adopt victim-centered approach in their work.

NOTES!



Possible TIP training topics:

- TIP definition and indicators
- Trauma-informed care
- Victims referral and assistance
- Identification and assistance for child victims
- Proactive detection and investigation of TIP
- Investigation of labor exploitation
- Interview techniques
- Trafficking Prevention and Awareness Raising



Tips for ATTF to enrich training and development opportunities:

- **Induction training package.** Compile and regularly update Induction Folder with resources that will be useful for new ATTF members. The folder should include learning materials on TIP, materials about ATTF (members list, PoA), relevant SoPs, available statistics and TIP situation overviews.
- **Partnerships with NGOs.** Local civil society organizations that have expertise in counter-trafficking work are valuable resource of information for ATTF members. NGO staff can be engaged as trainers for government agencies and law enforcement, and share their firsthand experience of work with trafficking survivors. If ATTF have no budget to cover cost of the workshop, the NGO might consider a possibility of conducting training free of charge or covering it through NGO budget.

- **Mentoring.** Identify experienced colleague in the same line of work who can offer consultation and advice on specific TIP matters. Mentor can be someone who works in another region or district, and then mentoring can be done over skype or phone consultation.
- **“Resource person”.** Identify “resource person” in the community who can deliver occasional thematic trainings. Think broader than just counter-trafficking trainings. “Resource person” can be helpful with wide range of topics from child interview skills to budgeting.
- **“In-house” training.** Engage ATTF members as trainers too. It is a cost-effective and convenient solution. Leverage expertise of the ATTF members for the benefit of ATTF performance.
- **Guest Speakers.** Organize info sessions with guest speakers for ATTF members. Guest Speakers are not necessarily experts. For example, migrant workers can be invited as guest speakers, to share their stories. This will sensitize ATTF members and make their actions better connected to reality and real needs of ATTF beneficiaries.
- **Discussion meetings.** Identify the controversial topic and organize thematic discussion with ATTF members. You can find a relevant article or recent study and share with ATTF members before the meeting. In the meeting, discuss the material shared and how it can be applicable in your context. This also applies to watching and discussing counter-trafficking videos.
- **Cascade trainings.** If ATTF member participated in TIP training organized outside of the community or completed online course, request them to share what they learnt (in condensed format) with other ATTF members.
- **Internet resources.** Find relevant resources available at anti-trafficking portal and through resources of global anti-trafficking organizations and share with ATTF members.
- **Training needs survey.** In the beginning of the year, conduct quick survey among ATTF members, identifying their priority training needs. During the year try to organize training sessions according to the needs, or if there are no resources for in-person trainings, share relevant materials with the group.
- **Trainings for non-specialized agencies.** Initiate and conduct trainings on TIP for non-specialized practitioners who can come in contact with victims of trafficking.



Good Practices: Indonesia

In Batam, the Women and Child Protection Unit in the Police initiated annual counter-trafficking trainings for its staff. Trainings are conducted by partner NGOs and cover various aspects of TIP, and additionally involve Cyber Police as participants.

In Bandung, Anti-Trafficking Unit of the Provincial Police trained head of Women and Child Protection Units of all District Police Units in the province.





Good Practice: United States

The Michigan State Police and the Joint Anti Trafficking Task force have created a short video for technicians, inspectors and other professionals who might help in identifying human trafficking.

The Michigan Human Trafficking Commission provides information and training regarding human trafficking to:

- Police officers;
- Prosecutors;
- Court personnel;
- Health care providers;
- Social services personnel; and
- Other individuals the commission considers appropriate

A one hour video training on Human Trafficking ‘Make the Invisible Visible’ was developed and made available for health professionals

From https://www.michigan.gov/ag/0,4534,7-359-82917_81399_81403_81405---,00.html



6

Areas of Engagement



The “3P” paradigm—prosecution, protection, and prevention—continues to serve as the fundamental framework used around the world to combat human trafficking. The United States also follows this approach, reflected in the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children supplementing the United Nations Convention against Transnational Organized Crime (Palermo Protocol)

From <https://www.state.gov/j/tip/3p/>



ATTFs and Sub-TFs are responsible for designing and implementing comprehensive response to threats of TIP, establishing and maintaining partnerships with relevant actors in their Province/District/Municipality as well as with ATTF on National Level and ATTFFs in other Provinces/Districts/Municipalities as relevant.

ATTFFs and Sub-TFs are expected to identify the most relevant partners and pursue Prevention of TIP, Protection of its victims, and Prosecution of criminals.

Multidisciplinary role of ATTF to fight TIP is reinforced through individual responsibilities of its members to strengthen their counter-trafficking efforts prescribed through various Government Regulations. Collaborative efforts are beneficial for each party involved in TIP Response as it allows to align capabilities and resources to, ultimately, achieve greater results.

MoHA Circular Letter No. 182/3753/SJ (16 October 2016) on “*Optimising local government’s role in eradicating trafficking in persons with the Indonesian Migrant Workers placement as the modus operandi*”, addressed to all Governors, Heads of Districts (*Bupati*) and Mayors (*Walikota*) in Indonesia

The letter, signed by the Minister, conveys that countering TIP requires efficient utilisation of the roles of three government pillars in Sub-District (*Kecamatan*) and Village levels to monitor their area so they can prevent TIP.

This also includes awareness raising in the communities to increase their participation in the early TIP identification, prevention and to decrease number of TIP cases. Furthermore, the Letter suggests the governors, heads of districts and mayors to improve intra-sectoral coordination to prevent and handle TIP



ATTF activities should be based on careful analysis of TIP situation and specific risks for the population and take in consideration available human and financial resources. In addition to the strategic 3-year or 5-year Plan of Action, it is advisable for ATTFFs to Sub-TFs to develop **Annual Work Plan** that details planned activities and expected outputs.

Example of ATTF areas of engagement is provided on the next page. The list is not exhaustive and serves only to illustrate variety of actions and initiatives that can be adjusted to local context and carried out by ATTF.

ANTI-TRAFFICKING TASK FORCE (ATTF)

Coordinated actions to against trafficking in persons (TIP)

AREAS	PREVENTION	PROTECTION			PROSECUTION				
TRANSVERSAL	Reduce the risks	Support survivors			Enforce the law				
Policies and Regulations	Addressing the root causes	Awareness Raising	Early prevention through education system	Identification and referral	Needs and risks assessment	Safe Return	Capacity building of police officers, prosecutors and judges	Involvement of Labor Inspectors	Crime detection by border guards
Capacity building of stakeholders	Demand reduction	Info sessions for at-risk groups	Safety advice for potential migrants	Needs based reintegration support	Psychological and medical assistance	Legal aid and access to justice	Victims/ Witness Protection	Financial investigations and confiscations in TIP cases	Regulation of recruiters work
Research	Income-generating opportunities for vulnerable population	Monitor recruitment agencies	Deter community members from engaging in TIP by informing about consequences	Family support	Education/ Job training	Income-generating opportunities	Regulation of supply chains	International cooperation	Joint investigation teams
Data Collection and analysis	Prepare peer-to-peer trainers	Forum Theatre	Community-based dialogue	Prevention of re-trafficking	Safeguarding confidentiality	Trauma-informed assistance	Ensuring adequate and proportional sentences for perpetrators	Criminal Analysis and Risks Analysis	Use of ITC to detect and investigate crimes
Monitoring and Evaluation	COOPERATION			COOPERATION			COOPERATION		



Good Practices: Indonesia



In Bandung, West Java ATTF members initiated and conducted a series of 2-day counter-trafficking trainings for the Army and Community Police. Community Police is not traditionally involved in TIP crimes detection and investigation, but ATTF identified their potential role and value in grassroots outreach, crime prevention and victims' identification and referral. Office for Women Empowerment partnered with the anti-Trafficking Police Unit to conduct the trainings and involved experienced police officers, attorney general, prosecutors and university professors as trainers. In the end of each training, its participants developed personal Plans of Actions that included counter-trafficking sessions in schools and communities, sensitization of heads of villages and other activities. The participants found the training very useful as it gave them good understanding of what is TIP and equipped with practical tools to prevent human trafficking through their work.

The trainings cost was covered through the budget of the province and cascade trainings of the prepared community police do not require any further funding.




In Batam, Integrated Services, ATTF member, staff includes a position that has a dual role and connects law enforcement and victims' protection. This person knows victims' problems first hand and ensures safeguarding their rights, while coordinating with the Police to improve quality of the TIP crime investigation and Prosecution. It is also important to note, that the Women and Child Protection Unit in the Police initiated annual counter-trafficking trainings for its staff. Trainings are conducted by partner NGOs and cover various aspects of TIP, and additionally involve Cyber Police as participants.



7

Operational Challenges



This chapter examines main challenges and limitations encountered by ATTFs, and suggests possible solutions that address these challenges and which practitioners can consider and adjust to their specific context.

Challenges	Solutions
 <p>Limited resources</p>	<ul style="list-style-type: none"> • Raise priority of TIP by sensitizing Mayor/Regent/Governor. • Lobby adequate budget allocations with the Budget Team. • Make sure that all ATTF members know how budgeting process works and incorporate anti-TIP budget into their agencies' annual funding requests. • Establish partnerships with NGOs and projects that have access to anti-TIP funding. • Explore additional sources of funding: private sector, in-kind contributions, community fundraising. • Connect with groups that can provide pro-bono services (faith-based groups, legal aid clinics etc).
 <p>Personnel turnover</p>	<ul style="list-style-type: none"> • Anticipate turnover and prepare plan for ATTF member replacement • Regularly update the induction package for new ATTF members. Share relevant materials on TIP and ATTF to the new staff and conduct induction meetings as necessary. • Connect new ATTF members with long-serving and more experienced counterparts (consider possibility of mentorship). • Sign inter-agency MOUs that outline specific tasks of each agency regardless of personalities representing it in ATTF. • Request leaving task force member to prepare a handover note for the incoming colleague. • Maintain protocols of ATTF's meetings and share them with new ATTF members.
 <p>De-prioritization of ATTF meetings</p>	<ul style="list-style-type: none"> • Make sure that Government Decree that establishes ATTF indicates not only name of the agency member but a specific position within the agency that is delegated to represent the agency in ATTF meetings and work. • Establish regular communication with ATTF members outside of the meetings, provide relevant thematic updates and share news. Maintain ATTF members interest in the topic and work done by ATTF. • Ensure that ATTF meetings are dynamic and productive. ATTF members can lose interest if the meetings are just a formality, and on contrary meaningful meetings give incentives for more active engagement. • ATTF meetings should result in Action points that are to be implemented by ATTF members. Implementation of action points should be monitored by the Head of ATTF.

Tantangan	Solusi
 <p>Dysfunctional structure of ATTF</p>	<ul style="list-style-type: none"> • Discuss what structure and leading agency would be the most corresponding to the needs of your community and resource available. Leading ATTF agency can be changed if necessary through issuing new Governor/Mayor/Regent Decree. • If ATTF is not productive, because there are too many members who don't contribute significantly to ATTF work, consider adopting Core Team Model (see below for details). • Develop SoPs detailing roles of ATTF and outlining place of each agency in the structure. • Involve all ATTF members only when strategic issues are discussed (plans of action, budget and similar), discuss thematic issues in relevant Sub-TFs meetings
 <p>Reluctance to Collaboration</p>	<ul style="list-style-type: none"> • Raise priority of Anti-TIP work on the agenda of the Province/District/Municipality and respectively each agency member by sensitizing Governor/Regent/Mayor. • Demonstrate how anti-TIP work is aligned to Central Government (Line ministries) priorities. • Develop detailed terms of reference describing specific responsibilities of each ATTF member. • Organize team building retreats and multidisciplinary trainings/workshop to enhance cooperation between ATTF members.



Good Practice: Indonesia

In West Java, ATTF lobbying with the Budget Team resulted in allocation of IDR135 million for ATTF operations. ATTF argued importance of adequate budget allocations and supported their argument by data showing high prevalence of TIP cases.



Good Practice: United States

Core Team Model

The “core” team model is a common task force structure in which, typically, law enforcement,

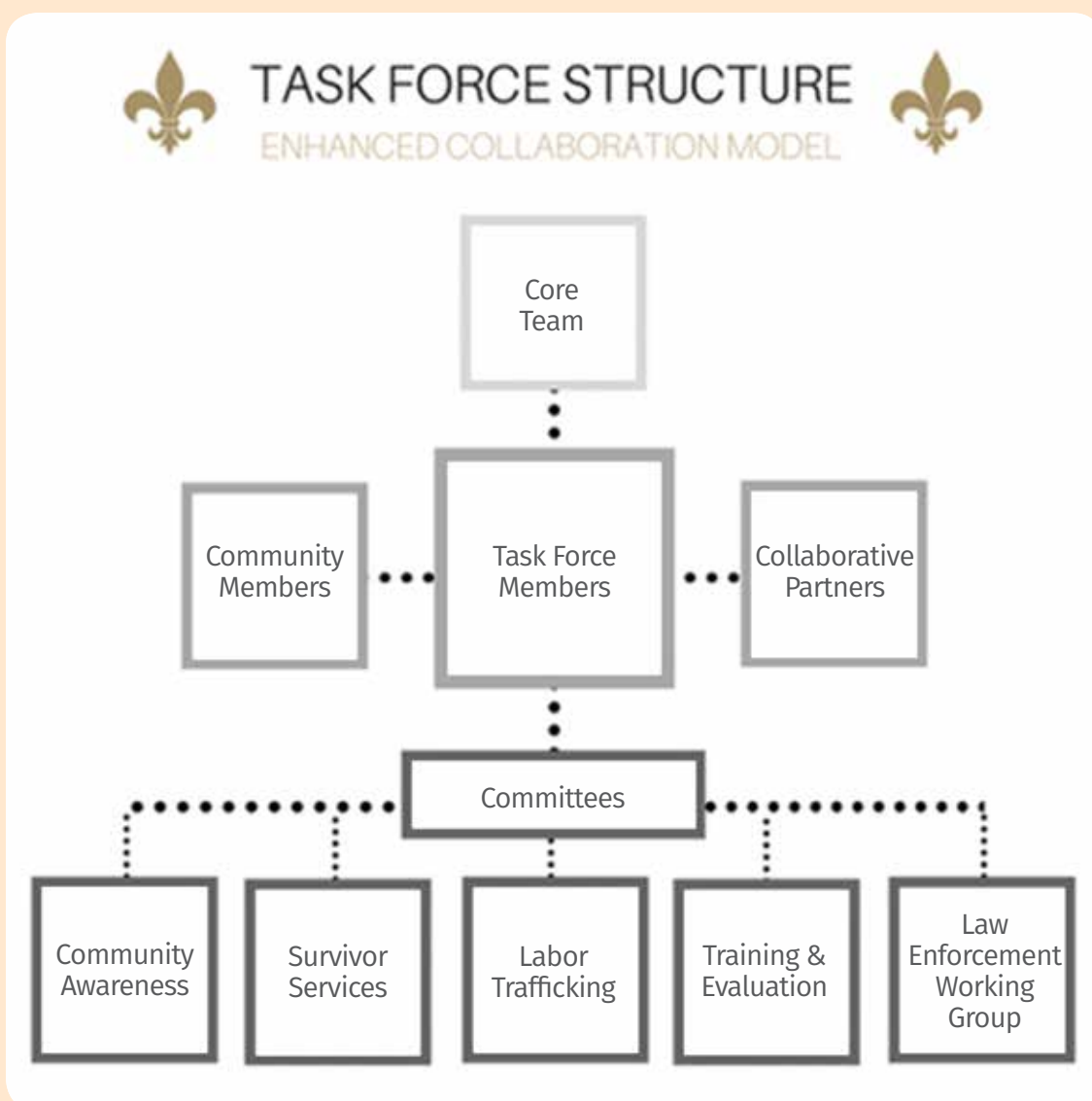


service providers, and a prosecutor comprise the central or core team that guides other members. Members of the core team should assess results, stay aligned with the mission, and have the authority to commit the organization and themselves to a long-term relationship with the task force. A reasonable size for a core team is generally five to seven participants.

From <https://www.ovcttac.gov/taskforceguide/eguide/2-forming-a-task-force/25-task-force-models/the-core-team-model/>

Example:

The Greater New Orleans Human Trafficking Task Force (GNOHTTF) is a coalition of state, civil society, and citizen organizers committed to the prevention of human trafficking in the Greater New Orleans area through education, outreach, and collaboration



Core Team consists of:

- **United States Attorney's Office** – Eastern District of Louisiana
- **Covenant House New Orleans** – Lead Victim Services Agency
- **Jefferson Parish Sheriff's Office** – Lead Local Law Enforcement Agency
- **Homeland Security Investigations**
- **Federal Bureau of Investigation**

Collaborative Partners are organizations, agencies, or individuals that have a signed MOU with the Task Force, actively participate on a GNOHTTF committee, regularly attend quarterly meetings, and are in agreement with the GNOHTTF mission, goals, and values.

From <http://www.nolatrafficking.org/about/>

ATTF Checklist

<p>ESTABLISHMENT</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Relevant government agencies are informed and sensitized on ATTF establishment <input type="checkbox"/> Relevant NGOs and other non-state stakeholders are informed and declared their commitment <input type="checkbox"/> Consultation meetings with the future ATTF Members are organized <input type="checkbox"/> Sub-TFs are formed <input type="checkbox"/> Heads of Sub-TFs are informed about their responsibilities <input type="checkbox"/> Key issues about ATTF are discussed and agreed upon <input type="checkbox"/> The leading agency is identified and ready to take on the ATTF coordination <input type="checkbox"/> Governor/Regent/Mayor support is secured <input type="checkbox"/> Local Regulations establishing ATTF are prepared <input type="checkbox"/> Local Regulations are effectuated
<p>PLANNING</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Communication and coordination flows in ATTF are clarified <input type="checkbox"/> ATTF has operational protocol (optional) <input type="checkbox"/> Working group meetings are conducted to develop ATTF Plan of Action (PoA) <input type="checkbox"/> Sub-TFs heads lead development of relevant sections of PoA <input type="checkbox"/> PoA is SMART <input type="checkbox"/> PoA is submitted for review to the Province/Municipality/District Secretariat's Legal Department <input type="checkbox"/> Review comments are incorporated in PoA <input type="checkbox"/> PoA is endorsed by the Governor/Regent/Mayor <input type="checkbox"/> Relevant endorsement decree is issued <input type="checkbox"/> ATTF members have integrated relevant parts of PoA in their agencies' Strategic Plans (Renstra) and Workplan (Renja) <input type="checkbox"/> Each ATTF member agency annually develops budget as required for implementation of their activities as envisioned by PoA <input type="checkbox"/> Budgets are developed using gender-responsive budgeting approach <input type="checkbox"/> Budget of each agency is linked to its primary purpose and priority objectives <input type="checkbox"/> ATTF has compiles RAN and RAD and integrated them into a Document of Medium and Annual Term Planning <input type="checkbox"/> ATTF initiates advocacy campaigns and meets with legislative institutions (DPR RI and DPRD) to lobby for adequate budget allocations

<p>OPERATION</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Info package on TIP and ATTF is prepared and made available for new ATTF Members <input type="checkbox"/> Partners in the community are identified and contacted <input type="checkbox"/> ATTF and Sub-TFs meet regularly <input type="checkbox"/> Meetings are productive and result in Action Points <input type="checkbox"/> ATTF has developed clear referral and assistance protocols that are followed by all members <input type="checkbox"/> ATTF members are engaged in TIP Prevention, Protection of its victims, and Prosecution of crime <input type="checkbox"/> ATTF members are trained on TIP and follow protection principles, referral procedures in their anti-trafficking work <input type="checkbox"/> ATTF member communicate and coordinate with each other in actions on TIP prevention and VoTs assistance
<p>MONITORING & EVALUATION</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Monitoring and Evaluation (M&E) activities are incorporated in PoA <input type="checkbox"/> M&E forms are developed <input type="checkbox"/> Data collection forms are in place <input type="checkbox"/> ATTF Members know M&E Requirements <input type="checkbox"/> M&E Reports are regularly prepared <input type="checkbox"/> M&E findings are used to improve ATTF work
<p>REPORTING</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Reporting requirements are clear for ATTF members <input type="checkbox"/> Reports are regularly prepared <input type="checkbox"/> Reports include narrative part and progress on PoA indicators <input type="checkbox"/> Reports are made accessible to public