

Summary of OSCE Workshops on "Prevention of Human Trafficking in Supply Chains through Public Procurement" and recommended next steps

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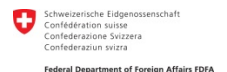
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The Organization for Security and Co-operation in Europe (OSCE) is a pan-European security body whose 57 participating States span the geographical area from Vancouver to Vladivostok. Recognized as a regional arrangement under Chapter VIII of the United Nations Charter, the OSCE is a primary instrument for early warning, conflict prevention, crisis management and post-conflict rehabilitation in its area. Its approach to security is unique in being both comprehensive and co-operative: comprehensive in that it deals with three dimensions of security – the human, the politico-military and the economic/environmental. It therefore addresses a wide range of security-related concerns, including human rights, arms control, confidence- and security-building measures, national minorities, democratization, policing strategies, counter-terrorism and economic and environmental activities.

PARTICIPATING STATES: Albania | Andorra | Armenia | Austria | Azerbaijan | Belarus | Belgium | Bosnia and Herzegovina | Bulgaria | Canada | Croatia | Cyprus | Czech Republic | Denmark | Estonia | Finland | France | Georgia | Germany | Greece | Holy See | Hungary | Iceland | Ireland | Italy | Kazakhstan | Kyrgyzstan | Latvia | Liechtenstein | Lithuania | Luxembourg | Malta | Moldova | Monaco | Mongolia | Montenegro | Netherlands | North Macedonia | Norway | Poland | Portugal | Romania | Russian Federation | San Marino | Serbia | Slovakia | Slovenia | Spain | Sweden | Switzerland | Tajikistan | Turkey | Turkmenistan | Ukraine | United Kingdom | United States of America | Uzbekistan

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Foreword

Over the past decade, the Organization for Security and Co-operation in Europe (OSCE), and the Office of the Special Representative and Co-ordinator for Combating Trafficking in Human Beings (OSR/CTHB) have undertaken efforts to improve the understanding of trafficking in human beings for labour exploitation, as well as develop the measures required to address and prevent it. The OSCE has adopted several Ministerial Decisions on trafficking in human beings that call on participating States to develop targeted prevention policies. These include leveraging public procurement and ensuring transparency in supply chains, such as promoting co-operation among governments, businesses, civil society and international organizations.

The OSR/CTHB assists participating States in the implementation of the OSCE's anti-trafficking commitments. Since 2016, my office has implemented the project ***Prevention of Trafficking in Human Beings in Supply Chains***, funded generously by Austria, Germany, the Netherlands, Switzerland, the United Kingdom and the United States.

In September 2016, the OSR/CTHB launched the project in Berlin, along with the first workshop. A series of other workshops were organized in Astana, Athens, Geneva, London, Stockholm, Tashkent and Vienna, to raise awareness, build capacity, and exchange practices on preventing trafficking in human beings for labour exploitation in supply chains. Throughout these workshops, over 300 trafficking and public procurement experts with the majority representing OSCE participating States, as well as international experts, have shared their experiences, identified challenges and promising practices, and discussed trends and opportunities.

This publication ***Summary of OSCE workshops on 'Prevention of Human Trafficking in Supply Chains through Public Procurement' and recommended next steps*** analyses the discussions and recommendations made during the workshops, while preserving the anonymity of the participants.

More specifically, this publication outlines the workshops' key themes, provides an overview of OSCE commitments and updates addressed during the workshops, and systematically compiles and groups recommendations from participants into areas of potential action. Finally, this paper also shares training outlines that were developed based on the workshop results.

The aim of this paper is to assist participating States in the development and implementation of national anti-trafficking policy, in particular preventing trafficking in supply chains, in compliance with OSCE commitments and other relevant international obligations. This paper offers an opportunity to move forward with empirical research, reliable analysis and technical expertise to translate knowledge into practice.



Valiant Richey

OSCE Special Representative and Co-ordinator
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1. Introduction

Between September 2016 and November 2019, the Organization for Security and Co-operation in Europe (OSCE) held nine workshops that focused on the role governments can play in combating human trafficking and labour exploitation in global supply chains. This document aims to consolidate the key comments, commitments and recommendations from the nine workshops, as well as provide recommendations to the OSCE for future activities, including identifying specific training needs for target groups.

This document begins by providing a high-level summary of the key themes that emerged during the nine workshops, the updates and commitments made by the OSCE and the recommendations from workshop participants. It then summarises the findings of the pre-and post-workshop self-assessment questionnaires and provides recommendations for next steps, including suggested training outlines.

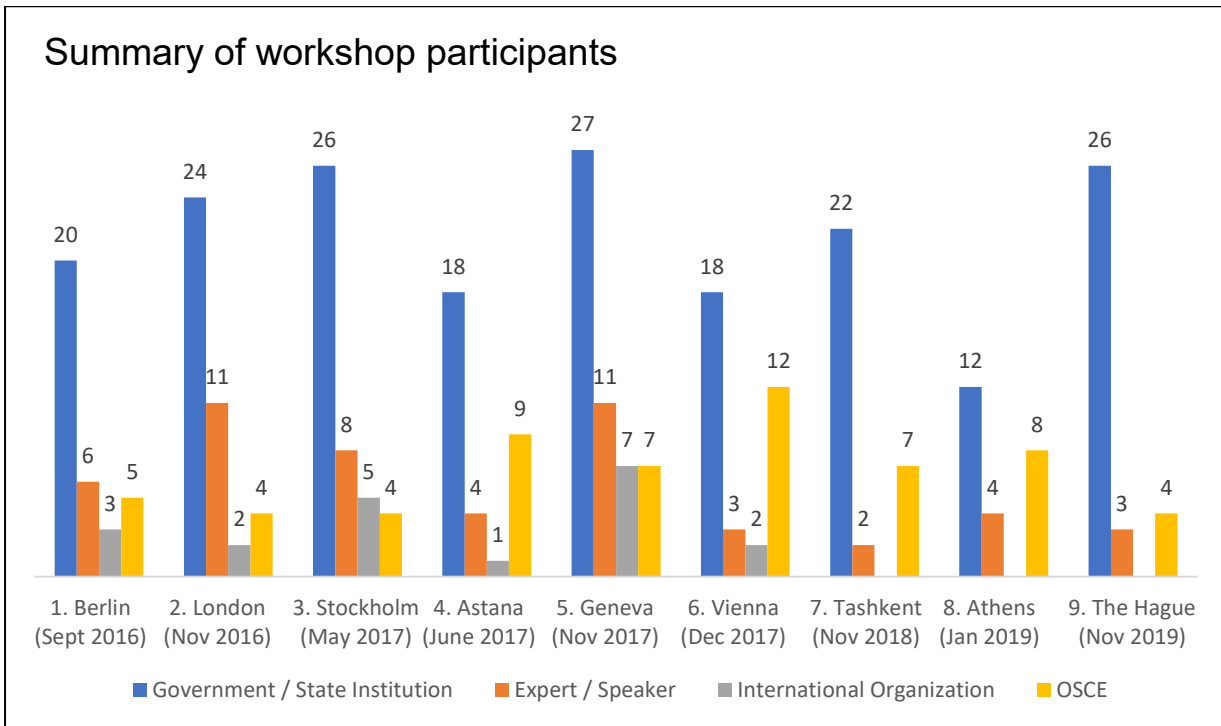
2. The nine workshops

The OSCE held the following workshops between September 2016 and November 2019:

- First Workshop on the Prevention of Trafficking in Human Beings in Supply Chains through Government Practices and Measures, Berlin, 5-6 September 2016;
 - This was followed by a high-level Conference with more than 180 participants from governments, the private sector, international organizations and civil society in Berlin on 7-8 September 2016;
- Second Workshop on the Prevention of Trafficking in Human Beings in Supply Chains through Government Practices and Measures, London, 29-30 November 2016;
- Third Workshop on the Prevention of Trafficking in Human Beings in Supply Chains through Government Practices and Measures, Stockholm, 18-19 May 2017;
- Fourth Workshop on the Prevention of Trafficking in Human Beings in Supply Chains, through Government Practices and Measures, Astana, 15-16 June 2017;
- Fifth Workshop on the Prevention of Trafficking in Human Beings in Supply Chains through Government Practices and Measures, Geneva, 23-24 November 2017;
- Presentation of the results of the extra budgetary project “Prevention of trafficking in human beings in supply chains through government practices and measures” and briefing on steps undertaken to ensure that OSCE procurement practices do not contribute to trafficking in human beings in line with relevant OSCE commitments, Vienna, 13 December 2017;
- Workshop on the Prevention of Trafficking in Human Beings in Supply Chains through Government Practices and Measures, Tashkent, 28-29 November 2018;
- Regional Workshop on the Prevention of Trafficking in Human Beings in Supply Chains through Public Procurement, Athens, 30-31 January 2019;
- Regional Workshop on the Prevention of Trafficking in Human Beings in Supply Chains through Public Procurement, The Hague, 18-19 November 2019.

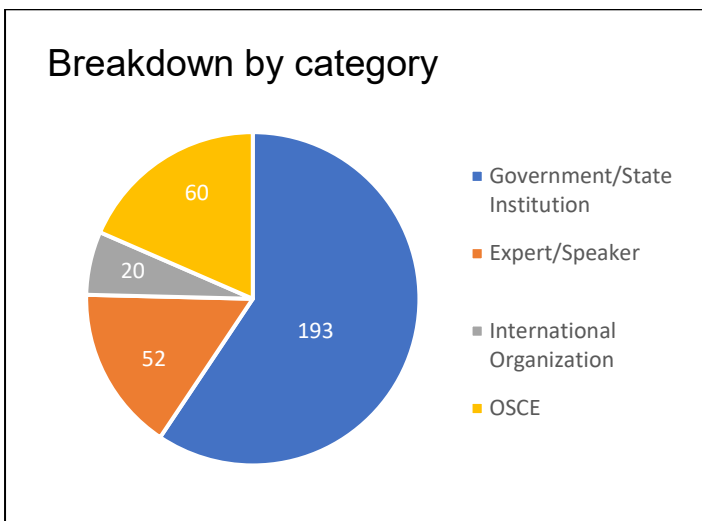
In total, 325 people attended the nine workshops, with the majority representing OSCE participating States. The summary of the workshop participants, including the details of the expert speakers, is displayed in the following chart 1.

Chart 1: Summary of the workshop participants



The breakdown by category is demonstrated in chart 2. This shows, that out of the total number of 325 participants, 193 participants were from government or state institutions. 52 participants of all workshops were speakers or experts. Another 20 participants came from other International Organizations, and 60 persons supported from OSCE side the organization and the running of the event.

Chart 2: Breakdown of participants by category



The following chapters provide a high-level overview of the nine workshops, including summarizing the key themes that emerged, the updates and commitments made by the OSCE and the recommendations from workshop participants.

2.1. Key themes to emerge from the workshops

During the nine workshops, the following themes emerged:

- **The need for action is grounded in international instruments, principles and frameworks.** This includes [international human rights instruments](#), [ILO Conventions and Recommendations](#), the [Protocol to Prevent, Suppress and Punish Trafficking in Persons Especially Women and Children, supplementing the UN Convention against Transnational Organized Crime](#), the [UN Guiding Principles on Business and Human Rights](#), the [Global Compact for Safe, Orderly and Regular Migration](#) and the [Sustainable Development Goals \(SDGs\)](#) – in particular SDG 8 on decent work and economic growth.
- **The need for co-operation:** Combating human trafficking and labour exploitation in supply chains requires action and co-operation between governments, international organizations, the private sector, civil society organizations (including trade unions) and local communities. This includes the sharing of good practices and tools, as well as information on individuals and organizations, including business enterprises, that are linked to incidences of human trafficking and labour exploitation.
- **A database of blacklisted business enterprises (a dirty list) should be created.** This database should be accessible to governments and business enterprises and inform procurement decisions.
- **Public procurement officials have an important role to play:** Combating human trafficking and labour exploitation should no longer be seen as the sole responsibility of law enforcement officials. Governments procure billions of dollars of goods and services each year and should therefore consider the human rights impacts of their procurement decisions. To that end, procurement officials should be included in national co-ordination mechanisms to combat human trafficking and labour exploitation. In addition, public procurement officials should be supported to improve their understanding of, and ability to address, human trafficking and labour exploitation in supply chains.
- **The business community has a responsibility to act:** Business enterprises should commit to combating human trafficking and labour exploitation in their supply chains. This includes establishing clear policies and codes of conduct, inserting provisions for responsible business conduct in their contracts, carrying out human rights due diligence on their supply chains and providing access to remedy when human rights and labour violations have occurred. Furthermore, business enterprises should be transparent and report on their efforts publicly. While multi-national enterprises are beginning to tackle this issue, it is important that small and medium sized enterprises understand that they also have a responsibility to combat human trafficking and labour exploitation in their supply chains.
- **Governments should model the behaviour they want from business:** Governments have a responsibility to protect human rights and provide remedy when violations have occurred. This includes passing (or strengthening existing) laws and policies to protect human rights and monitoring the practices of its suppliers. Related to this, government procurement processes should be fair and transparent with government awards being allocated on the ‘best value’ principle rather than the ‘lowest bid.’ Furthermore, government contracts should include provisions relating to responsible business conduct.
- **Governments should harmonise their laws, policies and regulations to meet international standards and reduce the burden on business.** In particular, there was

emphasis on the need for governments to ratify and implement *ILO Convention 181 on Private Employment Agencies* and the *2014 Protocol to the Forced Labour Convention, 1930*.

- **Governments should act as an adviser and cheerleader for business:** Governments should take steps to understand the needs and constraints of business enterprises in combating human trafficking and labour exploitation in their supply chains. In particular, governments should incentivize – rather than penalize – business enterprises for disclosing that human trafficking and labour exploitation may exist in their supply chain. Furthermore, governments should identify and work with business leaders to set a good example for other business enterprises and provide practical guidance on how business enterprises can identify and mitigate risks. Possible government incentives for business enterprises that are proactive in managing the risk of human trafficking and labour exploitation in their supply chains include fast track approval for license renewal, increased access to government contracts and tax benefits.
- **Transparency legislation must be supported by enforcement mechanisms:** While voluntary initiatives and self-regulation is important, government legislation and well-financed enforcement mechanisms are essential. Legislation should include clear and practical definitions, noting that it can be difficult separate human trafficking, forced labour and exploitation.
- **The prevalent international recruitment model poses risks to migrant workers:** Governments and business enterprises should commit to implementing and upholding ethical recruitment principles in their supply chains. This includes prohibiting the charging of recruitment fees and costs to jobseekers, inserting provisions in contracts that align with ethical recruitment principles and promoter greater transparency in recruitment. Governments are also encouraged to establish licensing schemes for labour recruiters and labour providers to set standards and increase scrutiny on recruitment practices. The UK Gangmasters and Labour Abuse Authority was presented as a good example.
- **Relationships with suppliers should be ongoing:** It is likely that some, if not the majority, of suppliers will need some time to change their business practices to meet the new requirements of governments and business. It is important that governments and business enterprises are in regular contact with suppliers and help them address any issues. Terminating contracts with suppliers should only be done as a last resort.
- **Audits and certification schemes can only achieve so much:** While noting the benefits of workplace audits and voluntary certification schemes, there are limitations to what they can achieve. For example, there are concerns about the proliferation of false labels, lack of credible standards monitoring and inadequacy of snapshot audits where information can be falsified, and workers' voices are not included.
- **Access to remedy and effective grievance mechanisms are essential:** Governments and business enterprises have a responsibility to provide access to remedy when human trafficking and labour exploitation has occurred. For governments, access to remedy can be provided through judicial, legislative, administrative or other measures. Business enterprises should provide or participate in an effective grievance mechanism. Migrant workers must have equal access to remedy.
- **Workers' voices should be heard:** Governments and business enterprises should proactively engage workers (as well as their civil society and trade union representatives) to understand their recruitment and employment experiences. Workers' voices should be encouraged through the establishment of anonymous hotlines, independent grievance mechanisms and through protections for whistle-blowers.
- **Technology can support current efforts:** Governments and business enterprises should consider using technology, such as mobile applications, surveys, voice operated and text messaging apps, blockchain and data mining methods to support efforts to combat human

trafficking and labour exploitation in supply chains. Furthermore, there is an opportunity to use existing technology and apply good practices from other sectors, such as tracing systems for food safety, to this issue.

- **There is a need to develop a business case:** It would be beneficial to explore the true cost of implementing ethical recruitment and responsible business practices. A key question that often arises is *'will it cost more and if so, who is willing to pay?'*
- **There is a need to increase understanding among governments and business enterprises:** Many government officials, especially procurement officials, business enterprises and the general public lack knowledge of the risk of human trafficking and labour exploitation in supply chains. There is confusion about what the different terms mean (e.g. human trafficking, forced labour, modern slavery) and what actions each stakeholder can take to address the issue.
- **There are tools available and good practices to learn from:** Throughout the nine workshops, the expert speakers and participants shared numerous examples of good practices and practical tools that governments and business enterprises could use and adapt to combat human trafficking and labour exploitation in their supply chains.

2.2. Key updates and commitments from the OSCE

During the nine workshops, the OSCE updated participants on its initiatives, commitments and proposed next steps. Key updates included:

- **The development of new resources to support participating States:** The OSCE presented the [OSCE Model Guidelines on Government Measures to Prevent Trafficking for Labour Exploitation in Supply Chains \(OSCE Model Guidelines\)](#) and the [OSCE Compendium of relevant reference materials and resources on ethical sourcing and prevention of trafficking in human beings for labour exploitation in supply chains \(OSCE Compendium of Resources\)](#), which were published in March 2018.
- These resources were informed by participants' input from the breakout sessions during the first five workshops (Berlin 2016, London 2016, Stockholm 2017, Astana 2017, Geneva 2017). At the final workshop in The Hague in 2019, the OSCE reported that it would be publishing a [second edition](#) of the *OSCE Compendium of Resources* and would be seeking further input from participating States.¹
- **Reforms within the OSCE:** The OSCE outlined the steps it had taken to update its internal regulations to reduce the risk of the OSCE contributing to any form of human trafficking through its activities and procurement practices. At the workshop in Athens in 2019, the OSCE reported:
 - It had updated its internal legal frameworks and developed a Code of Conduct for suppliers;
 - It had commissioned the University of Nottingham to analyse the risk of human trafficking and labour exploitation in the Tier 1 suppliers of the OSCE Mission to Serbia;²
 - The OSCE is revising its main policy documents and inserting clauses relating to sustainable procurement and socially responsible procurement.

¹ The second edition of the [OSCE Compendium of Resources](#) was published on 24 April 2020.

² The [Analysis of procurement data for the risk of trafficking in human beings – Pilot project for the OSCE Mission to Serbia](#) was published on 24 April 2020.

- **The implementation of the OSCE commitments across the 57 participating States:** The OSCE reported it had published a [survey report](#) in 2016, which included information on what progress had been made and the gaps that remain.
- **Next steps:** At the final workshops in Athens and the Hague in 2019, the OSCE shared its plans to:
 - Develop a training manual for public procurement officials and experts;
 - Develop a joint approach to preventing human trafficking in the supply chains for international organizations;
 - Increase the ability of the OSCE executive structures and Field Operations to prevent human trafficking in OSCE's own procurement (Athens 2019);
 - Publish a [report](#) on how technology can be used to combat human trafficking.³

2.3. Recommendations to the OSCE

The participants made a variety of recommendations to the OSCE throughout the nine workshops. These recommendations can be grouped into several areas for potential action:

Carry out further research

- Examine or map the different procurement frameworks in the OSCE participating States and examine the strengths and challenges associated with different models (Berlin 2016, London 2017, Geneva 2017).
- Develop a business case for ethical recruitment and responsible business conduct, which includes an analysis of the true cost of acting ethically/responsibly (Berlin 2016, London 2016, Geneva 2017).
- Assess the effectiveness of voluntary and binding measures, as well as the risks of relying on audit and certification approaches (London 2016, Geneva 2017).
- Develop a compendium of resources on different initiatives to prevent human trafficking through public procurement, including government, private sector, civil society and academic measures (London 2016).
- Make the *OSCE Compendium of Resources* a collaborative digital document that can be worked on by the parties involved (The Hague 2019).

Develop a suite of guidance materials

- Develop guidance on transparency legislation, including what it can deliver (London 2016).
- Conceptualize transparency as a tool for supply chains management (Geneva 2017).
- Develop guidance and templates on how to comply with existing legislation (Geneva 2017).
- Provide information about recruitment issues, challenges and the use and value of technology and innovation in combating human trafficking and labour exploitation (London 2016).
- Develop a common dictionary of terms, such as modern slavery, human trafficking, and recruitment fees, for public procurement officials (London 2016).
- Develop guidelines for procurement officers (Stockholm 2017, The Hague 2019).

³ The [Leveraging innovation to fight trafficking in human beings: a comprehensive analysis of technology tools](#) report was published on 22 June 2020.

- Develop guidance on how to apply legal provisions determining human trafficking as grounds for exclusions of suppliers (Stockholm 2017).
- Develop guidelines on good purchasing practices and good incentives (Geneva 2017).
- Develop a code of conduct for suppliers, which includes concrete steps to prevent human trafficking in supply chains (Geneva 2017).

Increase understanding among key stakeholders

- Increase the understanding of public procurement officials on the risks of human trafficking and labour exploitation in global supply chains (London 2016).
- Conduct awareness raising campaigns, including through the use of social media, to change practices among consumers (London 2016, Tashkent 2018).
- Engage Ambassadors on human trafficking and labour exploitation in supply chains (London 2016).
- Increase the understanding and develop guidelines for governments to design policies in using public procurement (Geneva 2017).

Increase the ability of key stakeholders to respond to this issue

- Develop training programs for parliamentarians, business enterprises and civil society organizations (London 2016).
- Develop training programs for procurement officers (Stockholm 2017, The Hague 2019).

Keep the conversation going after the workshops

- Create an informal network (of workshop participants) to share information, good practices and recommendations for combating human trafficking and labour exploitation in supply chains. (London 2016, Stockholm 2017, Geneva 2017).

2.4. Pre-and post-workshop self-assessment questionnaires

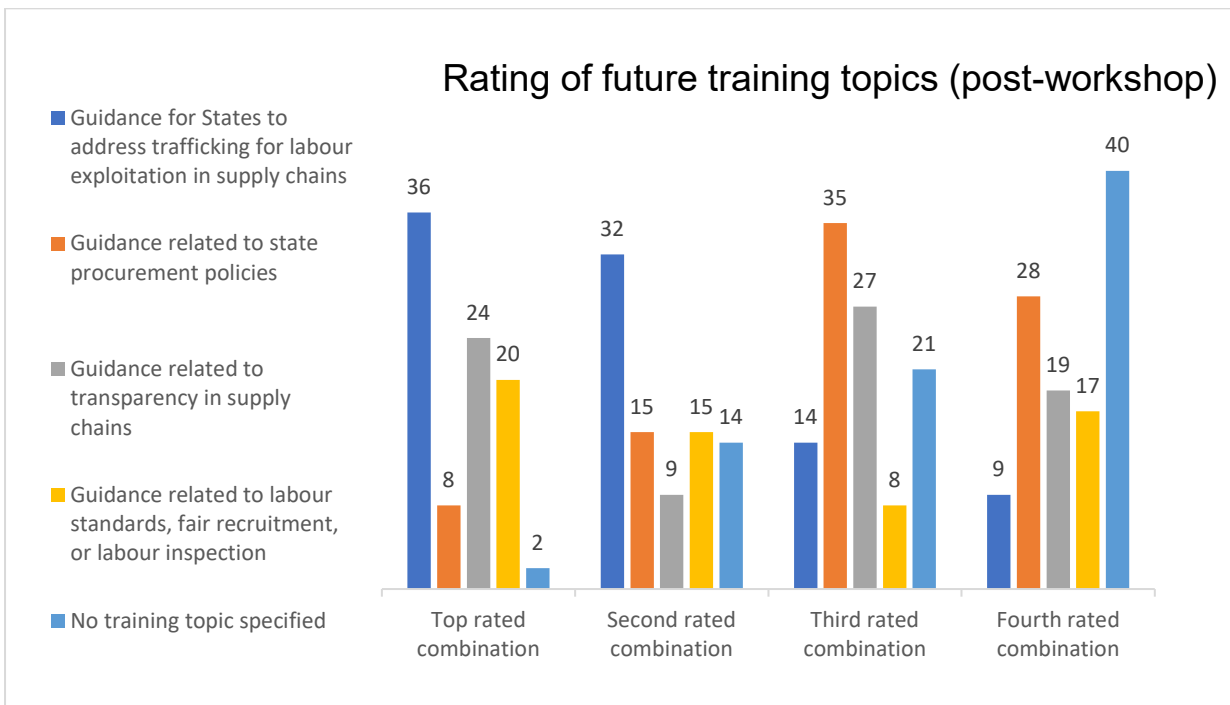
Prior to each workshop, the OSCE asked participants to complete a questionnaire and rate their level of understanding of human trafficking and labour exploitation in global supply chains. The participants were then asked to complete the questionnaire again after the workshop to determine if their level of understanding had changed. In total, 49 participants completed the pre- and post-workshop questionnaires. The majority of respondents worked for national governments, with about half working in anti-human trafficking roles and a third in procurement roles. Chart 3 below summarizes the increase in respondents' knowledge following their participation in a workshop:

Chart 3: Level of participant knowledge



In addition to seeking feedback on participants' knowledge, the questionnaire asked participants to rate what topics they would like to receive training on in the future. The chart 4 below summarizes how participants ranked each of the suggested topics following participation in a workshop.

Chart 4: Rating of future training topics (post-workshop)



Note: While the original data source is not available for review, it is likely that the top and second rated combinations represent the views of workshop participants that work in anti-human trafficking roles while the third and fourth rated combinations represent the view of participants that work in procurement roles.

3. Recommended next steps

It is important to note that the OSCE has already actioned some of the recommendations made during the nine workshops. This includes through the development of the [OSCE Model Guidelines](#) and the [OSCE Compendium of Resources](#), as well as the development of the database, training and guidance material.

The following next steps are recommended for the OSCE:

1. Continue to support OSCE participating States to adopt legislation that requires business enterprises that meet a certain financial threshold to report publicly on their efforts to identify and mitigate the risk of human trafficking and labour exploitation in their operations and supply chains.
 - The OSCE should develop a standalone training program on transparency legislation for OSCE participating States (see suggested [training outline](#)).
 - This training program should be supported by the provision of technical assistance to individual OSCE participating States that wish to introduce transparency legislation but lack resources.
 - The OSCE should pro-actively engage the private sector on human trafficking and labour exploitation in global supply chains. This includes seeking input on how to create a level-playing field for business enterprises that are committed to responsible business practices, including supply chains that are free from exploitative labour.
 - The OSCE should facilitate dialogue between OSCE participating States and the private sector. This could include through workshops, sector specific working groups, and joint initiatives.
 - As a starting point, the OSCE should survey OSCE participating States on the type and level of support they would like to improve engagement with the private sector.
2. Continue to build understanding and strengthen the ability of public procurement officials to implement responsible procurement practices.
 - The OSCE should develop a training program on sustainable procurement for public procurement officials (see suggested training outline in chapter 4).
 - The OSCE should develop additional tools and resources to support public procurement officials *and* their suppliers. This includes but is not limited to:
 - For procurement officials:
 - Guidance on developing a sustainable procurement policy and award criteria
 - Guidance and templates for developing codes of conduct for suppliers
 - Guidance on carrying out risk assessments and supply chain mapping
 - Checklists/questions to ask suppliers
 - Guidance on how to interpret transparency statements
 - Guidance and templates for contract management (on-going monitoring)
 - Guidance and templates for developing joint action plans with suppliers
 - Guidance on how to work with suppliers to provide effective access to remedy
 - For suppliers:
 - Guidance on how to develop a human rights/sustainable sourcing policy

- Guidance on how to carry out human rights due diligence on their business operations and supply chains
 - Guidance on how to screen labour recruiters and labour providers
 - Guidance on how to develop an effective and pro-active operational grievance mechanism – with a focus on providing both remedy for individual cases and addressing the underlying causes.
 - The OSCE should consider implementing a pilot project with one or more OSCE participating States to test and refine the training program, tools and resources, as well as identify any barriers or challenges to effective implementation.
 - Alternatively, the OSCE could consider implementing the pilot project with one or more of the OSCE missions.
3. Continue to build understanding among OSCE participating States about the link between unethical international recruitment practices and human trafficking and labour exploitation.
- The OSCE should develop a standalone training program to encourage OSCE participating States to better regulate international recruitment, including through the implementation of registration and licencing schemes (see suggested training outline in chapter 4).
 - The OSCE should explore opportunities for collaboration with other regional and international organizations that have established programs and initiatives in place. This includes the International Labour Organization and International Organization for Migration.

4. Suggested training outlines

During the nine workshops, there was a strong emphasis on the need to strengthen government officials' understanding of, and ability to respond to, the risk of human trafficking and labour exploitation in global supply chains. In particular, the need for training was identified and recommended by participants.

Building on the recommended next steps (chapter 3), the following training outlines have been developed to provide the OSCE with three specific options for training that could be developed and rolled out for OSCE participating States. The training outlines have been influenced by the workshop discussions, the pre-and post-workshop questionnaires, and an analysis of the role governments can play in reducing the risk of human trafficking and labour exploitation in global supply chains. The training outlines focus on:

1. Transparency in supply chains legislation
2. Sustainable public procurement
3. Regulating international recruitment

The training outlines are not meant to be exhaustive or viewed as final. Rather, the training outlines are designed to identify the key issues and training needs for different target groups. It is envisaged that the training outlines could be developed into dedicated training programs that are generic and modular in nature, but adaptable to the specific needs of individual OSCE participating States. As a matter of good practice, the training programs should be grounded in adult learning principles and should accommodate 15-20 participants. While not essential, it would be preferable to train OSCE participating States individually (rather than together) to allow for more open discussions and greater tailoring of the content.

Alternatively, the training outlines could form the basis of a series of targeted workshops, which could accommodate a greater number of participants from multiple OSCE participating States.

Transparency in supply chains legislation

Target audience: Regulators (Federal and/or Provincial) This training will target public officials that work in government departments that have primary responsibility for national/provincial anti-trafficking efforts (e.g. law and justice departments).	
Suggested Topics	
1	Overview of human trafficking and labour exploitation in global supply chains <ul style="list-style-type: none"> • Definitions and terminology • Key areas of risk, including recruitment related risks • Why States and business enterprises have a responsibility to act
2	Introduction to transparency legislation <ul style="list-style-type: none"> • What is it? What can it achieve? • Modalities / Case studies (UK, US, France etc) • Enforcement options, including incentives and civil penalties
3	Good practice / minimum requirements when establishing transparency legislation <ul style="list-style-type: none"> • Consultation with industry groups / business enterprises • Criteria and thresholds for reporting • Timeframes for implementation • Transparency statements, including alignment with other States
4	Reviewing transparency statements and providing feedback to business enterprises

Sustainable public procurement

Target audience: Public procurement officials (Federal, Provincial and/or Municipal)	
Suggested Topics	
1	<p>Overview of human trafficking and labour exploitation in global supply chains</p> <ul style="list-style-type: none"> • Definitions and terminology • Key areas of risk, including recruitment related risks
2	<p>Why States and business enterprises have a responsibility to act</p> <ul style="list-style-type: none"> • The role of public procurement officials • Co-operation with other governments/buyers
3	<p>Developing an ethical procurement / sourcing policy</p> <ul style="list-style-type: none"> • Good practices / Minimum requirements • Scope (who does it apply to?) / Proportionality approach • Implementation plan (timeframes for compliance) • Revising procurement guidelines, processes, training staff etc to implement new policy.
4	<p>Managing existing contracts</p> <ul style="list-style-type: none"> • Risk assessment / Mapping of supply chain • Development of action plans / Working with suppliers to progressively improve practices
5	<p>New procurement contracts</p> <ul style="list-style-type: none"> • Pre-procurement / planning stage (includes human rights risk assessment) • Procurement / tender stage (specifications / what is requested from bidders) • Selection / decision-making (evaluation, scoring and weighting systems) • Award / contract clauses
6	<p>Contract management</p> <ul style="list-style-type: none"> • Monitoring / supplier engagement • Working with suppliers to mitigate risks
7	<p>Responding to incidences of human trafficking and labour exploitation</p> <ul style="list-style-type: none"> • Government responses, including involvement of law enforcement • Supporting suppliers to provide remedy (both for individual cases and addressing causes)
8	<p>Communicating with suppliers</p> <ul style="list-style-type: none"> • Roundtable / workshop on new procurement policy • Code of conduct for suppliers • Training, tools and resources to support suppliers <p><i>Note: A standalone training program for suppliers could be developed, which includes a Training of the Trainer module for public procurement officials.</i></p>

Regulating international recruitment

Target audience: Regulators (Federal or State/Provincial)

This training will target public officials that work in government departments that have primary responsibility for labour and immigration issues.

Suggested Topics

1	<p>Overview of the international recruitment landscape</p> <ul style="list-style-type: none">• Recruitment models and key stakeholders involved (public and private)• Key issues and risks for human trafficking and labour exploitation (e.g. recruitment fees and costs, contract substitution, withholding of identity documents, lack of remedy)• Using existing online databases and tools to identify sectoral and geographic risks
2	<p>Why States and business enterprises have a responsibility to act</p> <ul style="list-style-type: none">• Normative frameworks• Non-binding frameworks, including UNGP, ethical recruitment standards
3	<p>Introduction to registration and licensing schemes</p> <ul style="list-style-type: none">• How do they work? What are the benefits?• Modalities / Case studies from countries of origin and destination (UK, the Philippines etc)• Incentives for compliance
4	<p>Monitoring and enforcement</p> <ul style="list-style-type: none">• Role of labour inspectors, labour attaches• Establishing partnerships with civil society• Using technology to capture 'worker voice'
5	<p>Access to remedy</p> <ul style="list-style-type: none">• Key considerations

