

REPORT

IMPACT ASSESSMENT OF CAAHT COORDINATION AND CAAHT CAPACITY BUILDING WITH GRANTEES

May – July 2009

This assessment report is produced for the Coordinated Action Against Human Trafficking Program

The Impact Assessment of CAAHT Coordination and CAAHT Capacity Building with Grantees is conducted by the Albanian National Training and Technical Assistance Resource Center (ANTTARC)

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ANTTARC

August 2009

ACRONYMS

ANTTARC	Albanian National Training and Technical Assistance Resource Center
AT	Anti-Trafficking
CAAHT	Coordinated Action Against Human Trafficking
CAI	Creative Associates International
ICITAP	International Criminal Investigative Training Assistance Program
ICMPD	International Center for Migration Policy Development
IOM	International Organization for Migration
MOI	Ministry of Interior
MOLSAEO	Ministry of Labor, Social Affairs and Equal Opportunities
MOU	Memorandum of Understanding
NPO	Non Profit Organization
NRCVT	National Reception Center for Victims of Trafficking
NSHC	National Shelter Coalition
RATC	Regional Anti Trafficking Committee
RCG	Regional Cluster Group
RDE	Regional Directorates of Education
REO	Regional Employment Office
RDPH	Regional Directorates of Public Health
RDP	Regional Directorates of Police
ROSS	Regional Office of Social Services
TACT	Transnational Action Against Child Trafficking
TATT	Technical Anti Trafficking Table
USAID	United States Agency for International development
UNICEF	United Nations Children’s Fund
VMA	Victims of Mines Association

EXECUTIVE SUMMARY

Creative Associates International (CAI) contracted the Albanian National Training and Technical Assistance Resource Center (ANNTARC) to conduct the Impact Assessment of Coordination and Capacity Building with Grantees for the Coordinated Action Against Human Trafficking (CAAHT) Program. The main objectives of the assignment included: (1) To assess the impact of CAAHT coordination methodology and activities; (2) To identify which coordination techniques are most effective; and (3) To assess the impact of CAAHT capacity building efforts on project partners. The assessment focused on two components: coordination of anti-trafficking (AT) actions and capacity building with grantees.

COORDINATION COMPONENT

Review of relevant documentation, individual interviews, and one assessment workshop were the methods that were used to collect information. 92 people representing 71 organizations were interviewed during May-July 2009. Interviewees represented central and local government institutions, non-profit organizations, and intergovernmental organizations. They represented all 12 *qarqe* of Albania. Interviews questionnaires were designed and administered based on the appreciative inquiry approach. Interviewees were encouraged to identify and share success stories. 28 people representing 14 governmental institutions and 7 non-profit organizations have participated in the assessment workshop.

Factors that help coordination of AT actions

In general, interviewees agreed about the main factors that help coordination of AT actions. These factors include:

- Cooperation between key AT actors;
- Timely and continuous information on AT;
- AT structures that have clear roles and responsibilities; and
- CAAHT Program assistance.

Coordination by CAAHT of AT efforts

In general, interviewees from governmental and non-governmental organizations share that:

- CAAHT has played an important role to facilitate establishment of local AT coordinating structures such as Regional Anti-Trafficking Committees (RATC), Technical Anti-Trafficking Tables (TATT), and Regional Cluster Groups (RCG);
- CAAHT has facilitated and supported creation of National Shelter Coalition (NSHC);
- CAAHT has encouraged cooperation between non-governmental and governmental organizations; and
- CAAHT has facilitated exchange of information and contacts between AT actors.

Non-profit organizations (NPO) representatives also emphasized that CAAHT has supported their joint initiatives and projects. Representatives of governmental institutions also emphasized that CAAHT has informed international community about AT actions in Albania.

Coordination of policies and procedures of institutions involved in AT by CAAHT

In general, interviewees from both NPO and government sectors share that CAAHT has:

- Facilitated formal agreements, protocols, and MoUs between AT actors;

- Provided good working models regarding coordination of policies and procedures;
- Facilitated coordination of policies and procedures within the NSHC; and
- Supported development of different documents.

Some other opinions from representatives of governmental institutions include:

- CAAHT has provided expertise to develop different documents such as agreements, protocols, questionnaires, etc.;
- CAAHT has cooperated with the Office of National AT Coordinator to elaborate the Order of Prime Minister on Regional Committees and define their responsibilities;
- CAAHT has helped define rules for the functioning of local AT structures; and
- CAAHT has helped coordination of policies and procedures regarding information.

Some other opinions from representatives of non-profit organizations include:

- CAAHT's technical assistance has helped them improve organizational policies and procedures and coordinate them with other organizations.
- CAAHT has helped regarding documentation of AT work and its monitoring, evaluation, and reporting; and
- CAAHT workshops and conferences have provided information on coordination of policies and procedures between institutions.

CAAHT strategies and methods to coordinate AT

According to interviewees from both NPOs and governmental institutions, CAAHT strategies and methods include:

- Exchange of information;
- Formalization of AT coordination through local AT structures and cooperation agreements between different AT actors;
- AT conferences; and
- Capacity building for AT actors.

Some additional ideas from NPO representatives include:

- Monitoring and evaluation of AT activities;
- Establishment and maintaining contacts with AT actors;
- Cooperation with local organizations—governmental and non-governmental; and
- Country wide coverage.

Some additional ideas from representatives of governmental institutions include:

- Cooperation with all AT actors;
- Local and regional meetings; and
- Combination of formal and informal activities.

Contribution of CAAHT to increase AT knowledge

NPO representatives emphasized that in CAAHT activities they have gained knowledge and skills relating to: Human trafficking forms and methods; Identification of cases; Referral mechanism; Case management; Interviewing; Information management; Monitoring, evaluation, and reporting of AT activities; etc. Representatives of governmental organizations emphasized that they have gained knowledge and skills relating to: AT legislation; Human trafficking phenomenon; AT methods; Coordination of AT actions; Best AT practices; Referral and reporting; Management of cases; etc.

Representatives of NPOs emphasized that they have used knowledge and skills gained in CAAHT activities to assess the AT situation and develop proposals, monitor AT activities and report on them, manage cases, design and conduct AT training, and coordinate and cooperate with other organizations. Representatives of governmental institutions emphasized that they have applied AT knowledge and skills to develop different documents including strategies, conduct interviews and manage cases, to organize AT prevention activities, etc.

CAAHT CAPACITY BUILDING WITH GRANTEES

Review of relevant documentation and individual interviews were the methods that were used to collect the information. 30 people representing 14 NPOs and 9 governmental institutions were interviewed.

CAAHT assistance in organizational planning

CAAHT has provided training workshops in strategic planning as well as technical assistance to develop strategic and operational plans. It has helped NPOs to establish their priorities and focus regarding AT work.

CAAHT assistance in organizational management

CAAHT grantees have participated in training course in organizational management. CAAHT has also assisted organizations to develop their main organizational documents and implement internal operating systems.

CAAHT assistance relating to organizational sustainability and public relations

CAAHT has provided training and technical assistance in fundraising. It has also provided information on potential donors and has referred its grantees to other donors. CAAHT has encouraged organizations to “go out of the box” and raise funds from the business, government, as well as generate income from other sources. CAAHT has organized training courses and has provided technical assistance to NPOs to develop and implement their public relations strategies. CAAHT has promoted partner organizations and has helped them establish and strengthen their relationships with other organizations.

CAAHT assistance in project development and management

According to interviewees, training workshops especially the training course on project cycle management and technical assistance offered by CAAHT has significantly contributed to increase the capacity of their organizations in project development and management. They have increased knowledge and skills in project proposal writing and project management including monitoring, evaluation, and reporting.

Results of CAAHT capacity building activities focusing on AT

CAAHT workshops as well as conferences and publications have contributed to increase AT knowledge of grantees. Interviewees think that AT training modules are very useful, especially the training sessions on: How to work with victims of trafficking; Methods regarding treatment and reintegration of victims of trafficking; Interviewing victims of trafficking; Case management; The profile of the trafficker and victim of trafficking; and Human trafficking forms and methods.

Impact of CAAHT capacity building

Interviewees think that CAAHT capacity building activities have had a positive impact on the effectiveness of their organizations:

- Organizations are clear about their mission and their AT goals and objectives.
- Development of operational plans has increased effectiveness and quality of implementation of activities and projects.
- Organizational management has improved especially relating to records and financial management.
- Grantees have increased their capacity in project development and have acquired and managed more projects. Therefore, their sustainability has increased.
- Exchange of experience, information and cooperation between grantees has increased.
- Knowledge and skills gained in the training workshops and conferences are used during awareness sessions, counseling, management of cases, etc.

CONCLUSIONS

Coordination component

- CAAHT has played an important role to facilitate the establishment of local coordinating structures--Regional Anti-Trafficking Committees and Technical Anti-Trafficking Tables. These structures have played an important role in coordination of AT actions at local level.
- CAAHT has facilitated coordination of policies and procedures of different institutions involved in AT. In this context, CAAHT has facilitated cooperation agreements, protocols, and MoUs between different AT actors.
- CAAHT has coordinated the activity of National Shelter Coalition. It has supported its members in their cooperation regarding exchange of information, identification, referral, and re-integration of victims of trafficking thus creating a network of services that is consolidated and integrated.
- CAAHT has played an important role regarding exchange of information on AT. CAAHT has combined different methods and tools—meetings, workshops, conferences, publications, etc.—to disseminate information. Dissemination of information has been regular and continuous.
- CAAHT has played an important role to increase the capacity of AT actors. Training workshops, conferences, technical assistance, and publications are the main methods that CAAHT has used to build the capacity of AT actors.

Capacity building with grantees

- CAAHT capacity building with grantees has focused on organizational planning, organizational management, project development and management, fundraising, public relations, and anti-trafficking.
- CAAHT capacity building has resulted in organizations that are able to successfully implement AT projects and activities and are sustainable.
- Results of CAAHT's capacity building with grantees include: Organizations are clear about their mission and their AT goals and objectives; Organizations have developed operational plans that “translate” the strategic plan into specific activities; Organizations

have developed the necessary organizational documents and have implemented proper internal operating systems; Financial management and transparency of organizations has improved; Grantees have increased their capacity in project development and have acquired and managed more projects; Organizations' sustainability has increased; Organizations have increased their knowledge and skills on AT and are able to use during their AT work.

RECOMMENDATIONS

Coordination component

- Further improvements are needed to increase the effectiveness and efficiency of local coordinating structures. RATCs' structure and their members' roles and responsibilities should be reviewed and clarified based on the AT legislation and strategy. Also, they should develop and implement an effective mechanism for monitoring, evaluation, and reporting of their work. A specific budget should be allocated to RATCs to ensure their normal functioning.
- Signing of cooperation agreements, protocols, and MoUs between different AT actors is the first step to coordinate policies and procedures of different institutions involved in AT. All actors should commit to their implementation.
- Exchange of information should continue in a periodical and systematic way after CAAHT program has concluded. Necessary resources should be identified and made available.
- Capacity building of AT actors should continue. Taking into consideration the complex nature of trafficking, it should focus not only on new employees (from both governmental and non-governmental organizations) but also existing ones. RATCs' members need training in policy and procedures development, organizational management, and team work.

Capacity building with grantees

- Organizations should review their strategic plans periodically and make the necessary corrections based on the changes in the internal and external environment. Strategic plans should always be completed by annual operational plans.
- Organizations should review periodically their policies and procedures and internal operating systems and make the necessary corrections.
- Taking into consideration the complexity of the human trafficking, training of NPOs involved in AT should be continuous.
- Taking into consideration that existing donors (like CAAHT) are leaving, organizations should find other ways to generate funds (other donors, public funds, business, economic activity, etc.).

CHAPTER 1: INTRODUCTION

Creative Associates International (CAI) contracted the Albanian National Training and Technical Assistance Resource Center (ANTTARC) to conduct the Impact Assessment of Coordination and Capacity Building with Grantees for the Coordinated Action Against Human Trafficking (CAAHT) Program.

Individual interviews were the main method that was used to collect information about the CAAHT impact on coordination and capacity building. Regarding the coordination component, ANTTARC interviewed 92 people representing 45 governmental institutions, 32 non-governmental organizations, and 8 inter-governmental organizations. Regarding the capacity building component, ANTTARC interviewed 30 people representing 14 CAAHT grantees and 9 governmental organizations. 96 people were interviewed altogether. 25 people were interviewed for both purposes: the impact of coordination and capacity building with grantees. Interviews were conducted by four ANTTARC consultants during May-July 2009. An assessment workshop was also organized on 16 July 2009 to share the assessment findings and conclusions with assessment participants. 28 people representing 17 governmental institutions and 6 non-profit organizations participated in the workshop. For a list of participants in the assessment, see Annex 1.

1.1. CAAHT PROGRAM OVERVIEW

USAID's *The Albanian Initiative: Coordinated Action Against Human Trafficking* (CAAHT), implemented by Creative Associates International, Inc., is a six-year effort to strengthen the capacity of Albanian NGOs to prevent trafficking in humans and to improve services that assist the victims of trafficking and help them reintegrate into their communities. The program will conclude by 30 September 2009. CAAHT has three main components:

1. *Coordination.* The project enables civil society and government representatives to work together to identify specific program and service needs, and to develop practical and achievable activities that effectively combat human trafficking. CAAHT works through existing governmental and nongovernmental networks at the national, district, and local levels in Albania, developing collaboration that yield demonstrable results and supports the Albanian government's National Anti-trafficking Strategy.
2. *Grants.* CAAHT provides grants to local NGOs working in Albania to bolster their work in trafficking prevention and victim assistance, including reintegration. CAAHT grants fund projects beyond the traditional urban centers to ensure that better services span the entire country.
3. *Information.* CAAHT is developing a set of databases to facilitate and support the coordination and consolidation of data collection and analysis. The aim is that access to this information, such as reports from CAAHT and its partners, will help project grantees make their anti-trafficking programs more efficiently run and more responsive to victims' needs.

The CAAHT program has promoted improved and increased coordination of programs and services to combat human trafficking nationwide, as well as in most of the *qarku* of the

country. Several mechanisms have been used to impact both civil society and governmental actors. These include multi-*qarqe* Regional Cluster Groups, annual National Conferences, training workshops on program Management Information Systems, and publications. The CAAHT grant program also emphasized cooperation among civil society actors and with government offices.

The CAAHT program was a key actor in identifying the need for – and elaborating the roles and responsibilities of – the *Regional Committees in the Fight Against Human Trafficking* established in June 2006 by an Administrative Order of the Prime Minister. Since that date, the CAAHT program has involved many of the Regional Committee members in workshops, conferences and other programs to build the capacity of these actors and increase their understanding of anti-trafficking work.

The working group of victim of trafficking shelter providers initially convened by the CAAHT program in 2005 was formalized through an MOU to become the National Anti-trafficking Shelter Coalition in 2007. The CAAHT staff has continued to provide technical assistance for this national entity since that date.

Approximately 160 individuals from central and local government offices as well as 90 staff from 50 NPOs have participated in CAAHT coordination events. Over 300 government and NPO staff has been impacted directly or indirectly by CAAHT coordination methodology and information.

CAAHT capacity building component have focused mainly on NPOs receiving CAAHT grants. CAAHT has also involved governmental institutions to participate in many of its capacity building activities. CAAHT has contributed to increase the capacity of NPOs and other AT actors in organizational management, project development and management, financial management, anti-trafficking knowledge, monitoring and evaluation. Capacity building has been provided by CAAHT staff directly as well as external organizations.

1.2. ASSESSMENT GOAL AND OBJECTIVES

The assessment **goal** was to identify results and impact of CAAHT coordination and capacity building with grantees.

The assessment **objectives** included:

1. To assess the impact of CAAHT coordination methodology and activities;
2. To identify which coordination techniques are most effective;
3. To assess the impact of CAAHT capacity building efforts on project partners.

1.3. ASSESSMENT METHODOLOGY

ANTTARC's assessment methodology consisted of different activities including, documentation review, individual interviews, and the assessment workshop (relating to the coordination component). This comprehensive set of activities allowed ANTTARC consultants to collect the necessary data as well as verify and consolidate data that came from different sources.

The assessment methodology was based on the appreciative inquiry approach. Based on this approach, ANTTARC team selected the inquiry topics, crafted questions, and developed the interview guide. Interviewees were encouraged to share and reflect on success stories as well as “dream” about the future possibilities. Appreciative Inquiry approach was applied to both individual interviews and assessment workshop.

Three different questionnaires were developed to be administered with different actors. One questionnaire was developed for the coordination component. Another questionnaire was developed for the capacity building with grantees. Finally, a separate questionnaire was developed for the assessment workshop that was organized in the framework of the impact assessment of the CAAHT coordination.

Interviews were conducted by ANTTARC full-time consultants. Team work, reinforced by the history of working together, ensured the consistency in the administration of assessment questionnaires. Interviews were scheduled in a way that ensured both effectiveness and efficiency. ANTTARC realized the highest number of interviews possible within the shortest period of time. Therefore, the interview process was realized in fewer trips and it was more cost-effective.

ANTTARC selected the interviewees based on the criteria specified in the project proposal submitted to the CAAHT program. The selection criteria included: representation of different types of institutions (central government, local government, non-profit organizations); representation of different areas of the country; and gender balance.

Two ANTTARC consultants led the development of questionnaires combining experience and expertise in both anti-trafficking and assessment. Other ANTTARC consultants provided feedback and prepared field visits. The interview questionnaires were consulted with the CAAHT staff and their feedback was incorporated in their final format (for more information about questionnaires, see Annex 2).

Information was collected through semi-structured interviews with representatives of both governmental and non-governmental organizations. Consultants conducted the interviews mainly at the interviewees' work places in order to ensure a consistent and professional interview process. Interviews were verbal and face-to-face. Consultants were very careful to create a friendly and open atmosphere that would enable them to collect the necessary information. Proper locations, i.e. without noise and interruptions and mainly at the interviewees' offices, were selected for the interviews.

ANTTARC also organized a focus group with 28 representatives of both governmental and non-governmental organizations. The objective of the structured discussion during the focus group session was the exchange of opinions between participants in order to complement the information collected during the individual interviews.

1.4. ISSUES TO CONSIDER

Any achievements relating to coordination of actions against human trafficking cannot be attributed to one single program and/or institution. Therefore, participants were asked to think specifically about their involvement with CAAHT and identify the impact of CAAHT activities regarding coordination of effort against human trafficking and capacity building of AT actors.

CAAHT program is being implemented since 2004. Many of the interviewees' experience with CAAHT dated to two-three years ago. Therefore, their answers were general and lacked accuracy. Many interviewees representing governmental institutions admitted they did not have any significant information about a number of issues and could not answer a number of questions.

The assessment period coincided with the national elections (June 2008). Therefore the interview process took longer than expected due to availability of selected interviewees, especially people from central and local government. Some additions were made to the initial list of potential interviewees in order to replace people that were not available in order to have the appropriate sample.

CHAPTER 2: IMPACT ASSESSMENT OF CAAHT COORDINATION COMPONENT

ANTTARC interviewed 92 people including 52 government representatives, 31 NPO representatives, and 9 intergovernmental representatives. Interviewees represented 71 different institutions including 42 governmental institutions, 21 non-profit organizations, and 8 intergovernmental organizations. Regarding government representatives, interviewees represented 2 central government institutions (Ministry of Interior-MOI and Ministry of Labor and Social Affairs and Equal Opportunities-MOLSAEO), 27 local offices of central government (including Prefectures, Regional Offices of Social Services-ROSS, Regional Employment Offices-REO, Regional Directorates of Education-RDE, and Regional Directorates of Public Health-RDPH), 6 local government institutions (municipalities and *qarqe*), and 7 Regional Directorates of Police-RDP. Also, a focus group with the participation of 28 people representing both governmental (17) and non-governmental (6) organizations was conducted.

A summary of findings relating to the impact of the CAAHT program regarding coordination of actions against human trafficking is presented in this chapter.

2.1. REVIEW OF THE RELEVANT DOCUMENTATION

Prior to the interview process, ANTTARC consultants conducted a thorough review of the relevant documents produced by the CAAHT program in the framework of its efforts to coordinate actions against human trafficking. In this context, consultants reviewed the Baseline Survey Report (2004), Annual Conferences Reports (2004, 2005, 2006, and 2008), Mid-Term Assessment of Coordination Activities (2007), and The State of Efforts in Albania to Combat Trafficking in Persons (2004, 2005, 2006, and 2008).

Review of documentation helped ANTTARC consultants to better understand the context and prepare for the interviews.

2.2. DEVELOPMENT OF THE INTERVIEW QUESTIONNAIRES

Two questionnaires were developed—one for individual interviews and one for the assessment workshop. Interview questionnaires were developed by the team of consultants in close cooperation with CAAHT staff. Experience gained by ANTTARC consultants during the mid-term CAAHT program evaluation (2006) were extensively used to develop the questionnaires. The questionnaires were developed based on the appreciative inquiry approach. In general, the questionnaires aimed at collecting information on:

- What do people value most regarding coordination and collaboration in AT.
- Factors that help to effectively realize coordination of AT efforts.
- Coordination by CAAHT of the anti-trafficking efforts.
- CAAHT results relating to coordination of policies and procedures of different institutions involved in AT.
- Effectiveness of strategies and methods used by CAAHT to coordinate AT.

- Contribution of CAAHT to increase AT knowledge.

Another questionnaire was developed to help structure the assessment workshop relating to the coordination component. The questionnaire focused on:

- CAAHT coordination results and impact;
- CAAHT coordination strategies and methods;
- How CAAHT coordination strategies and methods have been adopted and applied by stakeholders;
- Factors that have helped effective coordination;
- How capable are different actors to sustain anti-trafficking coordination;
- Future challenges relating to coordination of anti-trafficking efforts;
- How has CAAHT impacted increase of anti-trafficking knowledge?

2.3. SELECTION OF THE INTERVIEWEES AND CONDUCT OF INTERVIEWS

In the framework of impact assessment of the coordination component, 92 people were interviewed. The interviewees were selected based on the following criteria:

1. Representatives of governmental and non-governmental organizations that have been impacted directly or indirectly by CAAHT program;
2. Geographical representation; and
3. Representation of intergovernmental organizations.

Interviewees included:

- 52 people from the central governmental institutions, local offices of central government, and local government were interviewed. Interviewees represented the Office of National Anti-Trafficking Coordinator (1), Prefects' Offices (4), Ministry of Labor (4), National Reception Center for Victims of Trafficking (2) Regional Offices of State Social Services (11), Regional Employment Offices (5), Regional Directorates of Education (7), Regional Directorates of Public Health (2), Regional Directorates of Police (9), and Regional Councils--Qarqe (2), and Municipalities (6).
- 31 people representing staff of NPOs including CAAHT grantees as well as non-CAAHT grantees that do anti-trafficking work.
- 9 people representing intergovernmental organizations including TACT (2), IOM (2), ICMPD, ICITAP, UNICEF, USAID, and American Embassy.

Members of the Regional Committees in the Fight Against Human Trafficking and representatives of the local coordination groups established in Peshkopi (1) and Kucove (1) were also interviewed.

With regard to geographic distribution, 25 interviewees were from Northern Albania (Kukes, Diber, Shkoder, and Lezhe), 38 of them were from Central Albania (Tirane, Durres, Korce, and Elbasan), and 20 of them were from Southern Albania (Vlore, Fier, Berat, and Gjirokaster). In terms of gender representation, 45 of interviewees were male and 47 were

female. Interviewees were identified in close cooperation with CAAHT staff. Pie charts below present interviewees according to type of institutions (Figure 1&2) and regions (Figure 3&4).

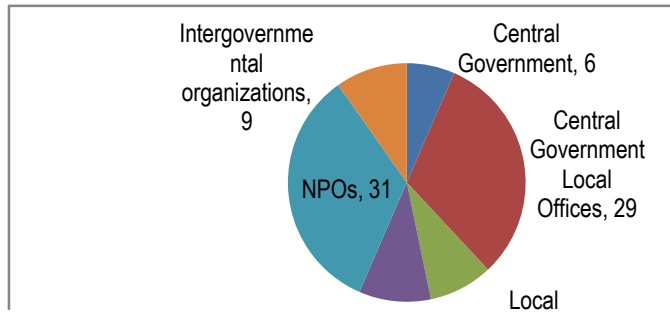


Figure 1: Interviewees according to type of institutions in absolute numbers

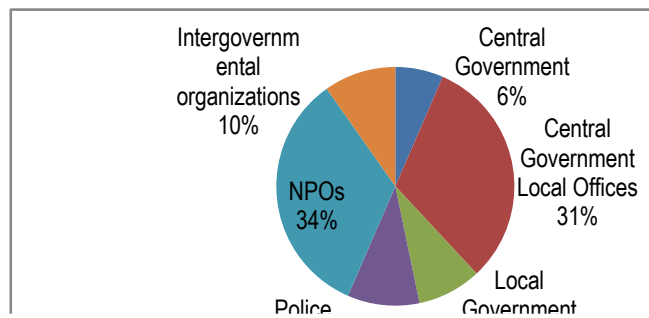


Figure 2: Interviewees according to type of institutions in %

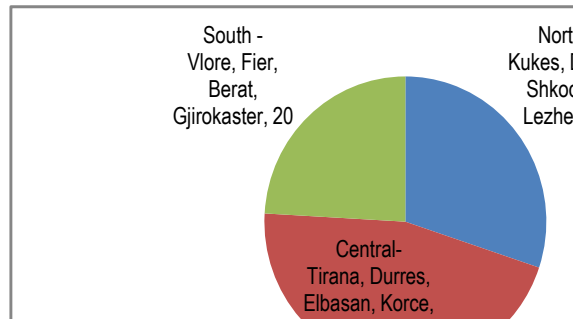


Figure 3: Interviewees according to regions in absolute numbers

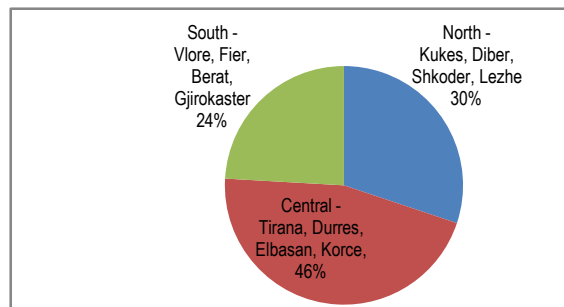


Figure 4: Interviewees according to regions in %

2.4. ANALYSIS OF ASSESSMENT FINDINGS

2.4.1. What do people value most regarding coordination and collaboration in AT

Interviewees were asked about what do they most value regarding coordination and collaboration in AT. Most of interviewees from non-profit organizations (15 out of 31) value most the cooperation of different governmental and non-governmental institutions to achieve a common goal by solving each, in a coordinated way, “pieces of the whole puzzle”. In this context, NPO representatives emphasized:

- The complexity of the trafficking phenomenon requires cooperation and coordination.
- Cooperation ensures the expertise necessary to complete the cycle of services for victims of trafficking.
- Cooperation helps increase awareness and contribution of respective institutions.
- Cooperation multiplies energy and avoids overlapping.
- Cooperation requires participants’ responsibility, seriousness, and devotion.

Other things that NPO representatives also value about cooperation and coordination include:

- AT prevention.
- Finding the common language and creating a united front against human trafficking.
- Exchange of information.
- Involvement of local structures.
- Support of these structures with respective budgets.

A significant number of interviewees from governmental institutions (17 out of 52) value most cooperation between different institutions that are involved in anti-trafficking. Cooperation between different institutions ensures prevention or protection and reintegration of victims of trafficking because:

- Different actors can identify and do different things. *“We the police see other things, the shelter other things. Possibilities of different actors are different. The police do not have the possibilities of the association and vice versa. They complete each-other.” (Regional Directorate of Border Police Representative)* *“No organization or institution can complete the necessary AT circle from the awareness to integration. Only the coordination of all actors can complete the AT.” (Municipality Social Services Department Representative)*
- Coordination enables all actors to participate in the management of cases. *“AT = Criminal Justice + Protection and Rehabilitation + Prevention.” (Office of National AT Coordinator Representative)*

Several interviewees (4) also emphasized the role of adequate structures including Regional AT Committees and Technical AT Tables. Representatives of governmental institutions also emphasized:

- Establishment of AT network.
- Effectiveness and efficiency of AT work.
- Team work.
- Exchange of information.
- Willingness and hard work of people involved in AT.
- Coordination of AT efforts is successful when cases are managed and prevention has increased.

2.4.2. Factors that help to effectively realize coordination of AT efforts

Interviewees were also asked about factors that help realize coordination of AT efforts. According to NPO representatives, factors that help coordination are:

- Cooperation of all AT actors. (15) They think that it is important that all potential actors are involved—governmental institutions, NPOs, community, and family. According to them, CAAHT has played a significant role to establish and enhance the cooperation.
- Continuous information to actors about AT activities. (12) According to interviewees, CAAHT has used its activities such as meetings, workshops, trainings, and conferences and its publications to disseminate information about AT work.
- CAAHT assistance. (12) In this context, interviewees emphasized trainings, workshops, conferences, and other CAAHT capacity building activities.
- AT structures. (7) In this context, interviewees emphasized the National AT Strategy, Order of Prime Minister to establish Regional Committees and Technical Tables, Regional Committees, and Technical Tables.
- Clear roles and responsibilities of established AT structures. (5)
- Capacity of AT actors, their professionalism and sustainability. (4)
- CAAHT methodology. (3)
- NPOs' awareness raising. (2)

Different NPO representatives also emphasized other factors such as:

- Knowledge on the situation relating to trafficking phenomenon.
- Favorable climate for cooperation.
- Participation in each-other's activities.
- Identifying the main problem.
- Establishing and maintaining an AT database.
- Sustainable and long-term funding.

According to the representatives of governmental institutions, factors that help coordination include:

- Cooperation between key AT actors including central government, local government, schools, and NPOs. (25) According to government representatives, actors' commitment and seriousness are important as well as networks and coalitions.
- AT structures. (18) In this context, interviewees emphasized governmental policies, National AT Strategy, National AT Committee, Regional AT Committees, and Technical AT Tables. According to them, effective functioning of AT structures is linked with:
 - Knowledge of the AT strategy and legislation by respective structures.
 - Implementation of the law.
 - Government's monitoring of objectives.
 - Formal obligation to participate and report.
 - Regional AT Coordinator.
- Timely and continuous information. (8)
- Capacity building of AT structures and actors. (8) In this context, interviewees emphasized continuous trainings and meetings of AT actors.
- Fulfillment of institutional duties and responsibilities by all AT actors. (6) In this context, interviewees emphasized division of work and definition of duties and responsibilities for each institution.
- CAAHT Program. (6) According to interviewees, CAAHT has defined the main axes, has emphasized cooperation of all structures, and has mobilized and coordinated them.
- Improvements in the social environment relating to AT (4). According to the interviewees, willingness of government and society and AT actors' seriousness and dedication has increased.
- Other factors emphasized by governmental representatives include:
 - Existence of shelters.
 - Awareness raising through media.
 - Clarification of the phenomenon and its extension.
 - Personal connections between actors.
 - Support of international institutions.
 - Financial support for AT work.
 - AT data base.

2.4.3. Coordination by CAAHT of the anti-trafficking efforts

Coordination by CAAHT of the AT efforts according to NPO representatives

- CAAHT has played an important role coordinating AT work of different governmental and non-governmental institutions. CAAHT has encouraged cooperation between NPOs and governmental institutions.

- CAAHT has organized different activities with the participation of representatives of governmental institutions, NPOs, and international agencies. CAAHT has helped different AT actors know each-other and coordinate their activities. CAAHT conferences and workshops have been a good place for people to talk, inform each other, plan and coordinate joint activities. (*“In the last CAAHT Conference, I and the Director of Border Police had a joint presentation for the Qark.”* (NPO Project Coordinator).
- CAAHT has encouraged and supported joint AT activities and projects of non-profit organizations.
- CAAHT has encouraged and supported AT shelters to create their coalition. Being in the coalition, members could better help the cases and refer them easier. Cooperation between shelters has increased. Coalition members can lobby better at the Albanian government and international organizations for financial support.
- Main CAAHT contribution is institutionalization of AT coordination. CAAHT has facilitated coordination between actors as well as their coordination in the field. CAAHT has “pressured” governmental institutions regarding AT. It has played an important role to establish coordinating structures at local level such as Regional AT Committees, Technical AT Tables, and Regional Cluster Groups. *“A journalist, member of the Technical AT Table, referred the case of a 23 years old girl that was in risk of trafficking. The girl was returned from Italy. She was orphan and was living with her grandmother. The association referred the case for economic assistance to the Municipality. She received the assistance from the Municipality. Today she is working as waitress.”* (NPO Executive Director)

NPO representatives on local AT structures

According to interviewees, establishment of RATCs has been a very positive step. RATCs have helped coordination of AT actions. RATC members have exchanged information about human trafficking. However, functioning of RATCs has not been at the desired level. The first year they were more effective. Then, their effectiveness dropped. There was no decision-making. Duties and responsibilities of members were not clearly defined. Some members did not seem to feel that AT is among their institutional duties and responsibilities. Membership has changed, especially because of changes in the leadership of regional directorates. Interviewees’ suggestions for more effective RATCs are:

- There is a need to nominate a person in Regional Committees who would be responsible only for AT.
- The work of Regional Committees should be better monitored.
- Regional Committee members need training on how to fulfill their duties and responsibilities.

Compared to RATCs, TATTs have been more active. They have dealt with the management of cases. NPOs and central and local government offices have cooperated in the framework of Technical Tables. However, some interviewees emphasized that TATTs have not functioned very well, too.

Impact of CAAHT coordination on NPOs

According to interviewees, NPOs involvement in CAAHT Program has contributed in:

- Strengthening their cooperation with central and local governmental institutions;
- Strengthening their cooperation with other organizations that are involved in AT;
- Continuity of AT service provision (prevention, rehabilitation, reintegration);
- AT capacity building.

The role of CAAHT in coordination of AT efforts according to representatives of governmental institutions

- CAAHT contribution in coordination of AT actions is very important. CAAHT interventions have been all-inclusive, serious, and tangible.
- CAAHT not only has supported NPOs in their AT work, but it has also encouraged cooperation between governmental institutions and NPOs. (*“With CAAHT, I did feel warm, supported, because it gave me more opportunities to link up with other organizations. Through CAAHT I could help the cases. Alone I could do nothing.”* (Former AT Chief at Regional Directorate of Police))
- CAAHT has contributed to coordination of AT efforts through conferences, trainings, workshops, publications, etc. These activities have enabled participants to know each other and establish bridges for future cooperation.
- CAAHT has coordinated activities of the National Shelter Coalition. CAAHT has supported members of the Coalition to cooperate in exchange of information, identification, referral, and reintegration thus establishing a network of consolidated and integrated services for victims of trafficking. The National Reception Center for Victims of Trafficking--the governmental institution member of the Coalition—has also benefited (indirectly) from CAAHT’s support. Experience of the Coalition has been transmitted to the National Referral Mechanism.
- CAAHT has informed international community that is involved in AT about AT actions and results.
- CAAHT has made coordination formal, institutional, and periodical. CAAHT has been the force behind the Order of Prime Minister and for the establishment of Regional AT Committees and Technical AT Tables.
- CAAHT has worked well with local AT structures in Berat and Vlore.

Representatives of governmental institutions on local AT coordination structures

- CAAHT established mechanisms for the coordination of AT work at Qarku level. *“I did have my concrete cases that were presented to the Police. However, from the meetings I did learn about the real extension of the phenomenon. CAAHT established mechanisms from which members got and felt responsibility. Such cooperation was not achieved with a whistle. There were concepts like ‘AT has nothing to do with me’, ‘I am busy with other duties’, etc. Committees have helped overcome such a mentality. At the beginning, it was like a dream, later I realized that it came true. All were engaged.”* (Former AT Chief at Regional Directorate of Police)

- CAAHT has encouraged involvement of representatives of different central and local institutions in the Regional AT Committees and Technical AT Tables. *“There was the case of a 16 years old girl from Elbasan. She was trafficked within the country and was in risk of trafficking abroad. The case was managed by the social services in the Municipality. After we received information about her, we cooperated with many institutions including the Child Protection Section, the Regional Social Service, the National Reception Center of Victims of Trafficking in Linza and the Psychiatric Hospital of Elbasan (because the girl had health problems—schizophrenia). A specific program was developed for the girl. We cooperated with the Women Center of Tjeter Vision that provided assistance to the girl. She was stabilized and did not run from her home again. All members of the Technical Table were willing to cooperate to manage this specific case. (Employee at the Social Services Section in Municipality)”*
- CAAHT has helped members of RATCs to define their job. It has been partner of the Office of National AT Coordinator in training of RATCs.

According to interviewees, after a good start RATCs did not function very well. Members did not see their participation as necessary. Committees met rarely (once per year). Participation was not good. Interviewees’ suggestions regarding Regional Committees are:

- Coordination between Committee members should improve.
- The capacity of RATCs should be increased continuously (especially taking into consideration changes in the membership).
- The Regional AT Coordinator should be established in accordance with the Action Plan already adopted by the government.
- Duties and responsibilities of the members should be better defined.
- Respective Ministries should detail duties and responsibilities of the members based on the Order of Prime Minister.
- Committee meetings should come up with conclusions, not simply exchanging information.
- The activity of RATCs should be monitored. In this context, monthly reporting can be helpful.
- Coordination of AT efforts should also be supported financially.

TATTs have been more effective than RATCs. Cooperation between different institutions has been realized mainly through Technical Tables that have been effective relating to prevention and management of cases. TATTs have met once in three months and participation has been satisfactory. However, even regarding TATTs interviewees think that they functioned well at the beginning, then the intensity dropped. Their suggestions regarding TATTs are:

- They should meet more often.
- They should become more accountable regarding their activity.
- Participation in TATTs should improve, especially participation of representatives of prosecution, courts, and public health.
- TATTs should have a coordinator that should have expertise in AT.
- The contact point/Head of the Technical Table should not be a political appointee (like General Secretary of the Prefecture that is carrying out this role presently). He/she

should be a civil servant. Thus sustainability of TATTs activity would increase. General Secretary of the Prefecture has many other duties and responsibilities that are difficult to balance. Moreover, being a political appointee, he/she might be removed if there are changes in government.

2.4.4. CAAHT results relating to coordination of policies and procedures of different institutions involved in AT

NPO representatives regarding the role of CAAHT in coordination of policies and procedures

- Cooperation agreements between organizations that work in AT has been one of most important results of CAAHT Program. CAAHT has encouraged and supported NPOs to sign agreements, protocols, MoUs with local and central governmental institutions.
- CAAHT has supported coordination of policies and procedures of shelters in the framework of the National Shelter Coalition. CAAHT support introduced new practices relating to reciprocal referral of victims of trafficking. In the framework of the Coalition, members developed mid- and long-term policies.
- CAAHT has helped regarding documentation of AT work. CAAHT has focused on standardization of AT work, from the documentation and data base to management of cases. CAAHT has been a role model to NPOs relating to data recording, document development, programming, implementation, and reporting. CAAHT brought novelties relating to monitoring, evaluation, and reporting (especially identification of indicators).
- CAAHT has helped improve organizational policies and procedures.
- Technical assistance provided by the CAAHT Program to develop organizational documents has been an effective method to coordinate policies and procedures of different organizations. Coordination of policies and procedures has been effective with the institutions they have been dealing with most such as Social Services.
- CAAHT workshops and conferences have played an important role relating to coordination of policies and procedures. Conferences have provided information on coordination of policies and procedures between institutions. Workshops have helped NPOs coordinate their policies and procedures.
- Policies and procedures developed and coordinated by CAAHT have helped coordinate AT actions.

Problems identified by non-profit representatives relating to coordination of policies and procedures with other institutions include:

- There are protocols and statements, but they are not fully implemented. Often problems are solved based on personal connections.
- At policy level, coordination has been good, but it has not been easy to be implemented in the field.
- Though there are developed policies and procedures, there are signed agreements and protocols, still members of Regional AT Committees did not take their responsibilities regarding solution of referred cases (relating to employment, education, financial support, housing, etc.).

Interviewees' suggestions relating to the coordination of policies and procedures of institutions involved in AT include:

- The capacity of participants to develop policies, procedures, and programs in the framework of AT work should increase in order to approximate actors' working standards.
- A person that is responsible for the reporting within the Regional Committees (different from the Prefect that is the Head of the Committee) should be assigned.
- The coordination models supported by CAAHT should continue in order to ensure sustainability of AT efforts.
- Coordination on institutional basis should continue and the government should coordinate policies and procedures of different institutions.
- Trafficking is becoming increasingly "domestic"¹. In this context, there is a need for further coordination of policies and procedures to fight this new phenomenon.

Representatives of governmental institutions regarding the role of CAAHT in coordination of policies and procedures

- CAAHT has coordinated actions of different institutions based on protocols, institutional agreements, etc. that have formalized AT.
- CAAHT has provided central and local institutions with good working models.
- CAAHT has emphasized coordination between governmental and civil society organizations. To help institutionalize their cooperation, CAAHT has supported agreements with respective Ministries, Prefects, Police, etc.
- CAAHT has cooperated with the Office of National AT Coordinator to elaborate the Order of Prime Minister on Regional AT Committees, to define the responsibilities of Regional Committees, and to involve governmental and non-governmental AT actors in these structures. CAAHT has also been one of main contributors in the development of the National AT Strategy 2008-10.
- With CAAHT's support several mechanisms are established (Regional Committees, Technical Tables, Regional Cluster Groups, and National Shelter Coalition). CAAHT has helped define basic rules for the functioning of these mechanisms.
- Coordination of policies and procedures has helped not only coordination of actions of different AT actors at central and local level, but also at inter-regional level.
- CAAHT has played an important role to coordinate policies and procedures in the framework of National Shelter Coalition and its sustainability.
- CAAHT has helped coordination of policies and procedures regarding dissemination of information.
- CAAHT has provided expertise and professional support to AT actors to develop different documents (such as agreements, protocols, questionnaires etc.).

¹ There was a discussion during the assessment workshop whether we can talk about "domestic trafficking" or "sexual exploitation." Some participants relate human trafficking only to cross border activities.

Interviewees from the governmental institutions suggest that:

- CAAHT methodology should continue. Coordination of policies and procedures would minimize the gap created by the changes in the personnel in governmental structures. Also, training of new members of local AT structures should continue.
- Responsibilities of different institutions such as MOE, MOLSAEO, State Social Services, etc. should be better defined. Respective departments should be made accountable (for example MOLSAEO should make accountable representatives of Social Services for their AT work).
- Dissemination of information from members of Regional AT Committees to experts at respective institutions should improve.
- Regional AT Committees should have a clear agenda, control mechanisms, and accountability.
- Further formalization of AT coordination is necessary as well as training of AT actors on coordination. There are policies and procedures on coordination, but their implementation is a problem.
- An AT Coordinator should be signed and his/her duties and responsibilities should be defined in institutional guidelines.
- Another system of AT work should be established because the trafficking phenomenon is becoming “domestic.” Policies relating to “domestic” trafficking should improve. Policies and procedures to fight this phenomenon should be coordinated and governmental structures should be trained on it.

Regarding the sustainability of policies and procedures, interviewees think that:

- *“Everything CAAHT has done is documented. We follow CAAHT model in our organizations.” (NPO Executive Director)*
- *“Exchanging our experience with other actors, we have had an impact on them. For example the police has benefited from us regarding interviewing of persons at risk of trafficking, ethics during the interview, and social aspects of the interview.” (NPO Project Coordinator)*
- *“Models provided by CAAHT regarding performance evaluation and organization’s functioning are valuable and applicable. They can be replicated easily to other organizations.” (NPO Executive Director)*
- *“Coordination of AT policies and procedures has had an impact on increased sustainability of AT actions because they have established an institutional basis for the cooperation.” (Prefecture Representative)*

2.4.5. Effectiveness of CAAHT strategies and methods to coordinate AT

NPO representatives regarding CAAHT strategies and methods to coordinate AT work

Interviewees emphasized the following strategies and methods used by CAAHT to coordinate AT work:

- Exchange of information. (15) Information has been continuous. It has been disseminated to a large number of actors through a variety of methods (reports, other publications, e-mail, internet page, etc.).
- Capacity building of AT actors. (10) In this context, interviewees emphasized training workshops.
- CAAHT conferences. (7) Conferences have been the perfect place to exchange information, exchange experience, and establish contacts and future cooperation between AT actors from all over the country. They have been inclusive from the participation point of view and attractive from the methodology point of view. Knowledge and skills that participants have gained in these activities are applied in practice.
- Establishment of AT mechanisms such as Regional Committees, Technical Tables, Shelter Coalition, cooperation agreements, etc. (7)
- Monitoring and evaluation of activities. (7) CAAHT monitoring and evaluation methodology is effective and is used especially by its grantees.
- Establishing and maintaining contacts with AT actors and participating in each-other's activities (6).
- Cooperation with local organizations—governmental and non-governmental (3).
- CAAHT has expanded its activity all over Albania (2).
- Interviewees have also mentioned other strategies and methods such as:
 - Inter-regional meetings.
 - Support for different services for victims of trafficking (prevention, rehabilitation, and reintegration).
 - Accurate reporting.
 - Creation of the data base.
 - Promotion of partners.
 - Lobbying to all AT actors.
 - Team work.
 - Combination of methods: formal/informal; training/technical assistance; etc.

According to NPO representatives, CAAHT strategies and methods to coordinate the AT work of different institutions have been effective.

Representatives of governmental institutions regarding CAAHT strategies and methods to coordinate AT work

They emphasize the following strategies and methods used by CAAHT to coordinate AT work:

- Exchange of information. (9) In this context, interviewees emphasized CAAHT reports, periodical publications, best practices in AT, and contact information on AT actors.
- Training activities. (9) In addition to knowledge and skills, training workshops have contributed to information, awareness, exchange of experience, and cooperation between participants.
- Cooperation with all AT actors. (7) CAAHT has cooperated with non-profit organizations as well as central and local governmental institutions.
- Meetings both at local and regional level. (7)
- Conferences. (4) They have been very important relating to the information, awareness, and coordination. Several participants singled out small group work and “world café” as effective methods.
- Initiation and support for AT mechanisms. (3)
- Other strategies and methods mentioned by interviewees include:
 - Joint-activities and participation in each-others’ activities.
 - Informing international community on AT work in Albania.
 - Meetings--formal and informal.
 - Visibility of CAAHT objectives.
 - Friendly atmosphere that has paved the way for sustainability of activities.
 - Team work.

Representatives of governmental institutions that were interviewed also think that CAAHT strategies and methods to coordinate AT work have been effective. Suggestions of representatives of governmental organizations include:

- Training activities and meetings with participation of people from different regions should continue.
- Training activities should continue and be organized in districts, too.
- Roles and responsibility and accountability of AT structures should be better defined.
- More publications on anti-trafficking are needed.

2.4.6. Contribution of CAAHT to increase AT knowledge

NPO representatives regarding CAAHT's contribution to increase AT knowledge

Interviewees emphasized that in CAAHT training workshops and other activities they have gained knowledge and skills relating to:

- Human trafficking forms and methods and new tendencies of human trafficking.
- Identification of cases.
- Referral mechanism.
- Case management.
- Interviewing.
- Treatment in social centers.
- Information management.
- New methods for monitoring, evaluation, and reporting.

Interviewees also emphasized that in CAAHT activities they have also gained knowledge on governmental and non-governmental organizations that are involved in AT and the foreign experience in AT.

Regarding the methods that CAAHT has used to increase AT knowledge, interviewees emphasized the following:

- Training workshops.
- Conferences. *“Conferences were not alike. Preparations for the conference, discussions, communications, and exchange of information have been characterized not only by knowledge and skills but also satisfaction.” (NPO Social Worker)*
- Publications.
Most of interviewees emphasize that they have received CAAHT publications and have used them in their everyday AT work to assess the situation, to plan future work, to prepare their publications and presentations, to develop their awareness materials, and to find new partners. Among publications, reports are used most.
- CAAHT web page.
Frequency of visits to CAAHT web page is relatively high: very often-10; occasionally-7 (once per month); not at all-5. CAAHT web page is used to get information on AT, success stories, applications, etc. Visitors have found the web page useful.

Regarding application of the AT knowledge in practice, interviewees emphasized:

- Knowledge and skills on monitoring and reporting, and quantitative and qualitative indicators are used during monitoring of their activities and reporting on them.
- AT knowledge and skills have helped NPOs coordinate organizational activities as well as their cooperation with other actors. *“CAAHT created a big AT family that did not exist before. I did learn a lot about other associations and institutions through CAAHT activities”.* (NPO Executive Director)

- Knowledge and skills are used to develop new project proposals.
- Knowledge and skills are used to assess the situation.
- Knowledge on information management has helped in management of cases.
- Knowledge on forms and methods of human trafficking are used to prepare awareness sessions.
- Knowledge and skills gained in CAAHT activities are used to design and conduct AT training for other organizations—governmental and non-governmental.

Representatives of governmental organizations regarding CAAHT’s contribution to increase AT knowledge

Interviewees emphasize they have gained knowledge and skills relating to:

- AT legislation.
- Legal aspects of case management.
- Human trafficking phenomenon, its supporters and extension, and how to fight it.
- Human trafficking methods and anti-trafficking methods, different cases and their management.
- Different AT actors at central and local level and how to coordinate with them.
- Best AT practices.
- Referral and reporting.
- Management of cases, interviewing, and identification.
- How to deal with victims of trafficking.

Regarding methods that CAAHT has used to increase actors’ AT knowledge, interviewees emphasized the following:

- Conferences.
- Workshops.
- Publications.

Most of interviewees said that they have received CAAHT publications. They have found them useful in their work. Publications are used to get information on AT in Albania. *“I have had superficial information, mainly from the television. Now it is completely different. I receive information continuously and know where to intervene. I use CAAHT materials and work based on them.” (Prefecture Representative)* Among publications, CAAHT reports are used most. *“Reports have presented a general view of the AT situation in Albania during different periods. They have helped us know periodically the situation regarding governmental and NPO programs and services relating to prevention of human trafficking and reintegration of victims.” (Prefecture Representative)*

A considerable number of interviewees (about 20% of governmental representatives that were interviewed) accept that they do not have any AT publications or did not read them.

- CAAHT web page.

Frequency of visits of CAAHT web page by governmental representatives is low: Often – 3; Rare – 7; and Not at all - (33). Web page has been used to get information on AT in Albania. Those that have visited the web page found it useful.

Regarding application of AT knowledge in practice, representatives of governmental institutions emphasized:

- Knowledge gained in CAAHT training workshops and conferences and through using CAAHT publications is applied in development of different documents. *“I will apply the knowledge I have received from workshops and reports for the development of documents, guidelines, and other bylaws relating to the MOLSAEO priority to prevent trafficking and identify monitoring indicators that are measurable and realistic.” (Representative of State Social Services at MOLSAEO)*
- The knowledge and skills gained in CAAHT activities are used during interviews and case management. *“Concepts, attitude, and behavior towards victims of trafficking have been unknown to me. Due to CAAHT training, I have gained knowledge that I use in my work when facing with such cases. I can interview persons in risk or victims of trafficking together with the police. Knowledge has been useful not only to me personally but also for other employees of Regional Office of Social Services.” (ROSS Representative)*
- Knowledge and skills are used in AT prevention work.
- CAAHT publications, especially annual reports, are used in strategy development.

2.4.7. Role of CAAHT in coordination of AT efforts according to representatives of intergovernmental organizations

Representatives of inter-governmental organizations that were interviewed emphasized the important role that CAAHT has had in the coordination of AT efforts in Albania:

- CAAHT coordination has been effective. The coordination with their partners has been strong. The coordination with other actors has been good. *“When I think of CAAHT—good advocacy.” (Intergovernmental Representative)*
- CAAHT has been very good in making people work together and taking responsibilities.
- CAAHT is good at policy coordination at local level. A lesson learnt is that it is important that local governments take initiative in order to make structures work.
- CAAHT has coordinated creation of the National Shelter Coalition.
- CAAHT has encouraged its grantees to become part of the National Referral Mechanism.
- CAAHT meetings, workshops, and conferences have been effective and well-organized. Participants represented most active AT actors at central and local level as well as international organizations. *“Such diversity of participants is valuable and I believe that it has been an added value. CAAHT meetings have been useful for networking.” (Intergovernmental Representative)* CAAHT conferences have helped coordinate AT actions. Conferences are characterized by participation, involvement, presentation of findings, and media coverage. They were the place to meet the right

people involved in anti-trafficking. *“I like the way CAAHT has done the annual conference: There were many people participating and coordinating the work.”* (Intergovernmental Representative)

- CAAHT strategies—use of all communications tools, participation in different activities, monitoring and evaluation, assessment, inclusiveness, commitment of actors—have been effective.
- CAAHT has been effective about NPOs capacity building and sustainability.

Some suggestions of representatives of intergovernmental organizations include:

- Coordination and cooperation are very important to avoid any overlapping of different programs implemented by different organizations.
- National policies and strategies should become functional.
- Government and NGOs should share resources relating to residential services (shelters) as well as social workers in the field to work with the police. NPOs should be proactive and not wait for the police.
- At local level, capable people should stay in their jobs.

CHAPTER 3: IMPACT ASSESSMENT OF CAAHT CAPACITY BUILDING WITH GRANTEES

3.1. REVIEW OF THE RELEVANT DOCUMENTATION

Initially, consultants reviewed the significant documentation that has been produced by CAAHT and its partners relating to capacity building with grantees including training manuals, training and technical assistance reports, organizational documents, etc. During the interviewing process, consultants focused on different documentation that is produced by CAAHT partners.

3.2. DEVELOPMENT OF THE INTERVIEW QUESTIONNAIRE

A questionnaire was developed to be used for the purposes of the individual interview. The interview questionnaire was developed by the team of consultants in close cooperation with CAAHT staff. It focused on organizational management/development, project development and management, and the capacity relating to anti-trafficking activities. The main areas of the questionnaire included:

- Relating to organizational management and development:
 - Organizational planning.
 - Organizational management.
 - Internal operating systems.
 - Financial management.
 - Fund raising and public relations.
- Relating to project development and management:
 - Program/project development focusing on project idea development, needs analysis, project goal, objectives and expected results, project methodology, project budgeting, etc. The questionnaire also aimed at collecting information on the capacity of grantees to develop projects based on the log frame approach.
 - Another set of questions aimed at collecting information about the project management capacity of CAAHT grantees. In this context, the focus was on monitoring of project activities, project evaluation and reporting, budget implementation and financial reporting, etc.
- Relating to anti-trafficking:
 - Capacity to conduct anti-trafficking work.
 - Level of anti-trafficking knowledge.
 - Capacity to train and provide technical assistance in anti-trafficking; etc.

3.3. SELECTION OF INTERVIEWEES AND CONDUCT OF INTERVIEWS

30 people were interviewed representing staff from 23 NPOs and 7 people from central and local government offices that have participated in a minimum of two CAAHT capacity building events. The interviewees were identified in close cooperation with CAAHT. Gender representation was also taken into consideration.

3.4. ANALYSIS OF ASSESSMENT FINDINGS

Representatives of NPOs--both CAAHT grantees and non-grantees--and governmental institutions have participated in CAAHT capacity building activities. We have assessed the impact of CAAHT capacity building with grantees. However, we have also assessed the impact of CAAHT capacity building with other organizations including both non-grantees (NPOs) and governmental institutions.

CAAHT capacity building with grantees has been realized especially through its capacity building program (Institutional Strengthening of Albanian NGOs). In addition, CAAHT has organized numerous other capacity building activities including training workshops and technical assistance.

In general, grantee representatives emphasized that CAAHT capacity building has been very effective. *“I would give a 10 for dedication, help, and capacity building. Due to trainings and knowledge I gained, we have got funding for several other projects.”* (Representative of Community Center Gjirokaster)

3.4.1. CAAHT assistance in organizational planning

CAAHT assistance in organizational planning has been realized especially through the CAAHT capacity building project. It has helped participating NPOs to establish their priorities and focus regarding AT work. It has been useful to organizations that already had experience in organizational planning as well as to organizations that did not have any capacity in this area.

Representatives of the organizations that did not have any previous experience and/or capacity in organizational planning (or NPOs that did not have any strategic plan), emphasized the importance of CAAHT support to structure their activity based on identified priorities. In this framework they also identified their priorities relating to AT. Prior to joining CAAHT program, they were very project/activity based. They did not even think about strategic planning. They did not have any knowledge and skills in strategic planning. Participation in CAAHT capacity building project increased their capacity to develop strategic and operational plans. They could also better define their AT goals, objectives, and activities.

Interviewees emphasized the following about CAAHT support regarding organizational planning:

- CAAHT capacity building project provided training sessions in strategic planning. It also assisted participant organizations to develop the strategic plans. In their strategic plans, AT has been one of priority areas. They developed goals and objectives for their AT work. In the context of implementation of strategic plans, CAAHT has also assisted NPOs to develop operational plans that also included AT activities.
- Strategic and operational plans have helped them to successfully implement CAAHT-funded projects as well as other projects.
- Strategic plans are promoted to other potential donors. Organizations have used them as an important asset in fundraising.
- Strategic plans were developed by the NPOs themselves with CAAHT assistance. Therefore, CAAHT grantees have the knowledge and skills necessary to develop future plans by themselves.

Interviewees that represented organizations that already had some experience and capacity in organizational planning (organizations that already had a strategic plan) emphasize that CAAHT assistance has been very useful, too. In this context they emphasized:

- Existing strategic plans were reviewed and improved. CAAHT helped them review the strategic plans also including AT priorities, goals, and objectives.
- CAAHT assisted NPOs to develop operational plans that are necessary to implement the strategic plan also including AT activities.
- Strategic plans have been used to develop and implement different AT projects.
- The capacity of NPOs staff in organizational planning and AT planning has increased. NPOs have used the knowledge and skills after their experience with CAAHT.

3.4.2. CAAHT assistance in organizational management

CAAHT grantees have participated in training courses, including the training course on organizational development, as well as other training courses dealing with organizational management issues. They have also benefited from CAAHT technical assistance. According to interviewees, results of CAAHT assistance in organizational management are:

- CAAHT assisted organizations to develop main organizational documents including internal policies and procedures, job descriptions, board bylaws, etc. Organizations that had already developed these documents reviewed and improved them with the assistance of CAAHT thus making them more functional.
- CAAHT has also assisted implementation of these documents through establishing internal operating systems including internal communication, human resources management, financial management, etc.

CAAHT assistance has had a significant impact on their work, especially relating to:

- Functioning as an organization. *“From CAAHT training we did learn what really an organization is and how it can function better. From ANTTARC we learned how an organization functions, how to work effectively, how to define responsibilities and document them.” (Representative of Intellectual Women of Pogradec)*
- CAAHT methodology—learning by doing—has helped organizations apply their knowledge and skills in their everyday work *“CAAHT enabled us to work by ourselves, to own the issues. Now, we believe in ourselves. We are sure that though we are a small association with little funding, we can do great things.” (Representative of Mothers of Orphan Children)*
- Knowledge and skills in organizational management of organization members have increased. They have applied these knowledge and skills by developing organizational development documents. They have transferred this expertise to other organizations they work with.
- Development of financial policies and establishment of financial management system has increased the transparency and credibility of organizations.
- Team work and internal communication have improved. Roles and responsibilities of different staff are defined thus facilitating organization’s work.
- Organizations have internal policies and procedures that are developed based on characteristics of specific organizations. These policies and procedures have facilitates organization’s internal operation.

3.4.3. CAAHT assistance relating to organizational sustainability and public relations

According to interviewees, CAAHT has assisted its grantees in fundraising. In this context, they emphasize:

- CAAHT training and technical assistance in fundraising have increased the capacity of organizations to raise funds, to find new donors, and generate income. *“From one donor—CEFA—after we applied to CAAHT the number of donors has increased. Trainings in fundraising and project development helped us in this direction. There are 10 donors that have funded the organization after CAAHT.” (Representative of Another Vision)*
- CAAHT has helped organizations go out of the traditional “box” and raise funds from the business, government, as well as generate income from other sources. *“After the successful implementation of CAAHT project, we could link up with the municipality and business and raise some modest funds for our beneficiaries.” (Representative of Mothers of Orphan Children)*
- CAAHT has provided information on potential donors—national and international—in its workshops, conferences, and other meetings.
- CAAHT referral and mediation has increased the possibilities of organizations to raise funds from other donors. *“CAAHT has been one of most supportive and encouraging organization ... for all organizations that work in AT. It has offered technical assistance and mediation to find potential donors in Albania and abroad and thus increase their sustainability.” (Representative of Vatra)*

According to interviewees, CAAHT has also contributed to increase the capacity of partner organizations in public relations. In this context, CAAHT has organized training courses and has provided technical assistance to NPOs to develop and implement their public relations strategies and plans. Interviewees emphasized that:

- CAAHT has promoted partner organizations. CAAHT support has resulted in increased visibility of organizations and their AT actions in community. *“Another Vision is part of the National Strategy due to its connection to CAAHT. Also, we are members of the BKTF and National Shelter Coalition. The community knows about our activity and benefits from our services.” (Representative of Another Vision)* *“Not only beneficiaries, but all the community knows about our organization. Our methods such as leaflets, visits to schools and families, participation in meetings and round tables, etc. helped us being heard. Also our suggestions were taken into consideration.” (Representative of Intellectual Women of Pogradec)*
- CAAHT has helped NPOs establish and strengthen their relationships with governmental institutions. Through CAAHT they are involved in the Regional AT Committees and Technical AT Tables. *(“Because of CAAHT, our center has become a reference point in Gjirokastra. We are invited everywhere by different institutions to participate in their activities and events. We are members of the National Referral Mechanism, National Shelter Coalition, and participate in Gjirokaster Regional AT Committee.” (Representative of Community Center Gjirokaster)*
- Cooperation of NPOs with the business and media has increased.
- CAAHT has supported NPOs to develop their public relations package that have made them visible to direct beneficiaries and others. In this context, CAAHT also has helped prepare the videos on organizations’ AT work.

3.4.4. Results of CAAHT capacity building in project development and management

According to interviewees, training workshops including the training course in project cycle management and other training activities, and technical assistance offered by CAAHT has significantly contributed to increase the capacity of their organizations in project development and management. They emphasized:

- Knowledge and skills in project proposal writing have increased. Proposals are developed based on assessments. They include indicators to measure achievements of the objectives.
- In training they have learned about project management. During the technical assistance, they have increased their skills in project management. Their capacity in monitoring, evaluation, and reporting has increased. *“I have not managed any projects before. After the cooperation we had with CAAHT, I can say that I started to implement the project with self-confidence and accuracy. I think CAAHT has been a school for me. I see I have changed since I started cooperating with CAAHT. Before I would wait for what others would give me. Now I look for it. Based on knowledge level, my image in community, services I offer, I think I have improved significantly.” (Representative of Mothers of Orphan Children)* *“Every year I see a significant*

change that is reflected at monitoring and documentation of activities. My projects have been better and better. The opportunity offered by CAAHT has been the starting point. No donor before was interested in our capacity building. If I and my staff were not trained in an organized and continuous manner for more than four years by CAAHT, our capacity would not be this one we have today. I have been a tree without garland and fruits. CAAHT cultivated me.” (Representative of Intellectual Women of Pogradec)

3.4.5. Results of CAAHT capacity building activities focusing on AT

Interviewees emphasized that CAAHT capacity building activities relating to AT have been effective and very important for the achievement of their AT objectives. *“Every year, my knowledge on AT and my professional expertise have increased. This is also due to CAAHT support, its training and assistance.” (Representative of Vatra)* In the framework of capacity building activities, they underline training workshops, conferences, and CAAHT publications. Among others, interviewees emphasized:

- AT training modules have been very useful. Training topics that have been most useful include:
 - How to work with victims of trafficking.
 - Methods regarding treatment and reintegration of victims of trafficking.
 - Interviewing the cases.
 - Case management.
 - The profile of the trafficker and victim of trafficking.
 - Human trafficking forms and methods.
- CAAHT training activities have been concrete and, therefore, effective. Training workshops have helped participants to deal with real life situations. *“After the training, the staff has been in situations that were similar to those demonstrated during the training. There is for example the case of a girl that we, thanks to the training, could manage. We knew where to refer. We went to the Technical Table.” Representative of VMA)*
- CAAHT workshops and conferences have contributed to increase AT knowledge and exchange the knowledge and experience. They have also enabled contacts and discussions with representatives of different organizations from all over Albania.
- CAAHT reports and other publications have contributed to increase AT knowledge of NPO staff.
- CAAHT has supported capacity building of shelters’ professional staff. Therefore, the quality of services offered by the shelters has improved.
- CAAHT assistance has helped NPOs to successfully implement their project activities.

3.4.6. Effectiveness and impact of CAAHT capacity building

Interviewees were asked about the effectiveness of CAAHT capacity building with grantees in general and its impact in their implementation of AT activities. They emphasized that CAAHT activities such as training workshops, conferences, meetings, etc. have been effective because:

- Organizations are clear about their mission and their AT objectives. Development of activities plan has increased work effectiveness and quality. *“I remember the training session on strategic planning. There I did learn about vision, mission, and objectives. Such knowledge helped me develop the strategic plan for the center. I had a better orientation in my work.”* (Representative of Community Center Gjrokaster)
- Participants’ knowledge and skills in organizational management have increased and organizations’ management has improved. Organizations’ capacity in record keeping, especially financial issues has improved. *“Because of CAAHT financial standards/requirements, now it is easier for me to work with any donor. CAAHT has been visionary.”* (Representative of Intellectual Women Pogradec) Duties and responsibilities are better defined and office work is better organized.
- The capacity of participants in project development and management has increased. Organizations have acquired and managed more projects and their sustainability has increased. *“I remember a training workshop organized in Hotel Belvedere Durres by CAAHT/ANTTARC on project proposal writing. The knowledge I got there helped me write other project proposal for my organization. Quality of my writing has increased. Most of them have been submitted to potential donors and funded.”* (Representative of For Protection of Rights of Urban and Rural Women Berat)
- These activities have enabled exchange of experience and information between participating organizations.
- They have also enabled coordination of actions and future cooperation of participating organizations.
- They have increased participants’ knowledge and skills in AT that have had an impact in AT work. In this context:
 - Knowledge and skills gained in the training courses are used during awareness sessions, counseling, orientation, management of cases, etc. *“During my experience with CAAHT, I have gained the knowledge and skills necessary to work in AT. Our association has a good experience in this area. We have qualified staff to realize training, information sessions, awareness sessions, and counseling.”* Representative of For Protection of Rights of Urban and Rural Women Berat)
 - Training of Trainers organized by CAAHT has offered participants the methodology and materials to conduct training with beneficiaries. Awareness sessions that were designed and conducted after the ToT have been qualitative. *“Establishment of the training group has been a success of this program because it facilitated our interventions relating to awareness and other activities.”* (Representative of Women in Development Shkoder)

- NPOs know how to work with victims of trafficking and/or people in risk. *“I have benefited very much from the training session on interviewing of victims of trafficking. Before, I did not know how to conduct them professionally. This has helped me to be useful during interviews with people in risk of trafficking detained by the police.” (Representative of Partners for Children)*

3.4.7. Results of CAAHT capacity building according to governmental representatives

7 people representing different governmental institutions were also asked about the impact of CAAHT capacity building component. They were selected from those people that have participated in at least two CAAHT capacity building activities. In general, interviewees emphasized that the CAAHT capacity building has been effective. In this context:

- Workshops and conferences have been very useful because they have increased participants’ AT knowledge. They have helped in:
 - Knowing the AT phenomenon.
 - Organizing awareness activities.
 - Knowing AT legislation and strategy.
 - Providing different AT materials.
- Workshops and conferences have helped them to know AT actors, exchange experiences and establish cooperation with them. Workshops and conferences have been effective and CAAHT has been like a role model relating to the methodology. *“The way CAAHT activities were organized has been very effective and a learning experience for us. For example, use of ‘world café’ to exchange experience and discuss about a specific issues can be used in our meetings with different actors. Also use of cases studies has been very useful to learn about the phenomenon.” (Representative of Regional Directorate of Police)*
- Training in appreciative inquiry has been a new topic that was very useful also relating to program implementation and evaluation.
- Training in information management has been very useful.
- Knowledge and skills gained in CAAHT capacity building activities have helped in management of concrete cases. *“I have all the materials from these trainings. I have created a folder with CAAHT materials. I have given it to my colleagues, too. I go back to them whenever I need. I am convinced that my colleagues have learned from them, too.” (Representative of ROSS)*
- Participants have used knowledge and skills in their awareness work. *“I appreciate CAAHT activities that have been very effective. According to their models we have organized several activities in high schools, communes, etc.” (Representative of RDE)*
- CAAHT workshops have provided a good model about program management. *“From my experience with CAAHT, I learned how to work based on objectives, clear agendas and responsibilities, and reporting so nothing is evasive.” (Prefecture Representative)*
- CAAHT publications have had a great learning impact. *“CAAHT publications have helped not only to know AT situation in Albania. They have also helped me from the*

methodological point of view to prepare different materials and reports regarding AT work.” (AT Chief at Regional Directorate of Police)

- Representatives of governmental institutions also emphasized the role of CAAHT to build the capacity of NPOs that it has supported.

CHAPTER 4: CONCLUSIONS AND RECOMMENDATIONS

4.1. CONCLUSIONS

4.1.1. Coordination component

- There is a consensus of different AT actors that coordination of actions of different governmental and non-governmental organizations is the key for the success of AT. Human trafficking is a complex phenomenon that is fought with the participation of all actors where each brings its capacity and coordinates to create the necessary synergy.
- There is a consensus of all main AT actors that coordination of AT actions is successful when it is formalized in adequate structures.
- CAAHT has played an important role for the coordination of AT actions in Albania. It has coordinated through organization of different activities (conferences, workshops, meetings, etc.), institutionalization of coordination of AT actions (Regional AT Committees, Technical AT Tables, National Shelter Coalition, etc.), and coordination of policies and procedures of different institutions.
- CAAHT has facilitated functioning of local AT structures—Regional AT Committees and technical AT Tables. Regional AT Committees have started well, but over time their effectiveness dropped. They have met rarely and often focus on discussions and exchange of information. Duties and responsibilities of members are not clearly defined and their membership has changed continuously. Technical AT Tables have been more active than Regional AT Committees. They have dealt with management of cases. At Technical AT Tables, main local AT actors have cooperated. Technical Tables also started well. Then, their work intensity dropped.
- CAAHT has facilitated coordination of policies and procedures of different institutions involved in AT. In this context, CAAHT has facilitated cooperation agreements, protocols, and MoUs between different institutions. Sometimes, these documents are not implemented properly by parties. There were members of Regional AT Committees that did not carry out their responsibilities to solve specific cases.
- CAAHT has coordinated the activity of National Shelter Coalition. It has supported its members in their cooperation regarding exchange of information, identification, referral, and re-integration of victims of trafficking thus creating a network of services that is consolidated and integrated.
- Strategies and methods used by CAAHT to coordinate AT actions have been effective. They include cooperation, exchange of information, capacity building of AT actors, establishment of AT mechanisms/structures, monitoring and evaluation of work, diversity of activities, and inclusiveness.

- Exchange of information between different AT actors is one of main conditions for the successful coordination of AT actions. CAAHT has played an important role regarding exchange of information on AT. CAAHT effectiveness and efficiency relates to its combination of methods and tools—meetings, workshops, trainings, conferences, publications, etc. CAAHT exchange of information has been regular and continuous.
- Capacity building of AT actors is another key factor for effective coordination of AT actions. CAAHT has played an important role to increase the capacity of AT actors. Training workshops, conferences, technical assistance, and publications are the main methods that CAAHT has used to increase the capacity building of AT actors. Participants in CAAHT capacity building activities have applied their knowledge and skills in their every day activity.
- Conferences, workshops, meetings, and other activities that were organized by CAAHT have been the place where key AT actors from central and local government, civil society, and international organizations have come together, have exchanged information, have discussed on AT issues, have planned their future actions, have cooperated and coordinated their actions.
- There is a tendency that cases of human trafficking in the traditional meaning (that is, when it is connected with cross border activities) are decreasing. On the other hand, the “domestic trafficking” is increasing. There is no common understanding of this phenomenon: some people call it “domestic trafficking”, some others “exploitation.”

4.1.2. Capacity building with grantees

- CAAHT has worked hard and has achieved good results to build the capacity of its grantees. CAAHT capacity building has resulted in organizations that are able to successfully implement AT projects and activities and are sustainable.
- CAAHT assistance in organizational planning has helped organizations increase their capacity in this area, to develop strategic plans also including AT goals and objectives, and to develop operational plans also including AT activities. Partner organizations have the knowledge and skills to conduct by themselves strategic planning in the future. They also have the capacity to implement the plans. Strategic plans have resulted in increased sustainability: organizations are presented better before potential donors.
- CAAHT assistance in organizational management has focused in development of main organizational documents and implementation of internal operating systems. Organizations have improved significantly regarding functioning as organizations, transparency (especially relating to financial management), and credibility.
- CAAHT training and technical assistance regarding fundraising has resulted in increased knowledge and skills and increased capacity to find donors and generate income. CAAHT conferences, workshops, and meetings have offered information on potential donors and

have created opportunities to contact donors. CAAHT referral and mediation has increased organizations' possibilities to get funding from other donors.

- CAAHT has contributed to increase the capacity of its grantees in public relations. CAAHT has offered training sessions on public relations and assistance to formulate and implement public relations plans. CAAHT activities have been essential for the promotion of grantees. CAAHT support has helped increase the organizations' visibility and their AT work.
- CAAHT has increased the capacity of grantees in project development and management through training workshops and technical assistance. Grantees have increased their capacity in proposal writing, project implementation, monitoring, evaluation, and reporting. Organizations have been able to effectively implement CAAHT-funded projects as well as develop and implement other projects funded by other donors. Thus CAAHT has helped increase their sustainability
- CAAHT AT capacity building have helped grantees achieve their AT objectives. Training workshops have been instrumental. They have been very practical and, therefore, the knowledge and skills gained easily transferable to organizations work. Materials and knowledge and skills gained from CAAHT workshops are used by the grantees in their prevention, awareness raising, rehabilitation, and reintegration work.

4.2. RECOMMENDATIONS

4.2.1. Coordination component

- Coordination of AT actions should continue. The CAAHT model is a good model to follow. After the CAAHT program has ended, the government should take more responsibility for the successful coordination of different AT actors including central and local government institutions and civil society organizations as well as international organizations that are active in this area.
- AT structures should be improved continuously in order to be functional, effective, and efficient. In this context, it is very important that duties and responsibilities of different institutions in anti-trafficking are clearly defined and monitored.
- Regional AT Committees' structure and their members' roles and responsibilities should be reviewed and clarified based on the AT legislation and strategy. Also, they should develop and implement an effective mechanism for monitoring, evaluation, and reporting of their work. A working group of key AT actors led by the Office of the National AT Coordinator can carry out this responsibility. Members of Regional AT Committees should be trained in organizational management and team building/team work. A specific budget should be allocated to Regional AT Committees to ensure their normal functioning.

- Technical Tables should meet more often and all institutions that are assigned should participate. An effective mechanism for monitoring, evaluation and reporting of work should be developed and implemented.
- Coordination of policies and procedures should be improved to eliminate any overlapping and to increase the effectiveness of fight against human trafficking. Coordination of policies and procedures would minimize any gaps created by personnel changes in state structures. Members of local AT structures should participate in training courses on policy and procedures development.
- Exchange of information should continue in a periodical and systematic way after CAAHT program has ended. The government should plan the necessary human and financial sources to make sure that AT information is exchanged with all actors.
- It is very important to increase continuously the capacity of different AT actors. Capacity building should focus not only new employees (from both governmental and non-governmental organizations) but also existing employees because of the complex nature of trafficking phenomenon. Institutions should emphasize continuous learning.
- It is important to coordinate between different institutions to fight “domestic trafficking.” In this context, policies and procedures of different institutions should be coordinated in order not to leave any gaps and avoid any overlapping. Governmental structures should be trained to deal with the new situation.

4.2.2. Capacity building with grantees

- Organizations should review their strategic plans periodically and make the necessary corrections based on the changes in the internal and external environment. Strategic plans should be followed by annual operational plans that are the first step toward implementation of SP. Operational plans should also include main AT activities. Good planning of organization’s work, also including AT work, conditions success.
- Organizations should review periodically their policies and procedures and internal operating systems and make the necessary corrections. This process should go parallel with the strategic planning process and should support it. Further training in organizational management is needed especially for new employees.
- Taking into consideration that existing donors are leaving (like CAAHT), organizations should find other ways to generate funds (other donors, public funds, business, economic activity, etc.)
- Taking into consideration the complexity of the human trafficking, training of NPOs involved in AT should be continuous. Training should focus on continuous improvement of services and should focus on forms and methods of human trafficking, interviewing, case management, etc.