

## Chapter V

# CAPACITY BUILDING

### What is capacity building?

*Capacity building is much more than training.*

*It is a process of developing and strengthening the skills, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in the fast-changing world.*

Capacity building is an approach to development that is pivotal to fostering independence. Capacity building increases the range of people, organizations and communities who are able to address counter-trafficking challenges, and particularly those that arise out of social inequity and social exclusion.

Often capacity building is understood to be merely a training process. Training is an important tool that is used in a wide variety of circumstances, including for capacity building. However, capacity building is much more than training. It includes:

- **human resource development** - the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively;
- **organizational development** - the elaboration of management structures, processes and procedures, not only within organizations<sup>1</sup> but also the management of relationships between the different organizations and sectors; and
- **institutional and legal framework development** - making legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities.

Capacity building is defined as the process of developing and strengthening the skills, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in the fast-changing world. Capacity building is the element that gives a program/organization the fluidity, flexibility and functionality to adapt to changing needs of the population served.

### Capacity building tools

CAAHT staff and grantee organizations offered many governmental and civil society partners capacity-building opportunities related to the breadth of their work. They addressed topics such as leadership, strategic planning, administration (including human resources, financial management), program development and implementation, fundraising and income generation, partnership and collaboration, evaluation, and advocacy.

For individuals, capacity building revolved around leadership development, advocacy skills, training abilities, technical skills, organizing skills, and other areas of personal and professional development. The CAAHT program learned that capacity building works better when it is designed to the specific needs of the individual organization and person to be trained.

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<sup>1</sup> Throughout this chapter, the term “organization” is used to designate both government entities and civil society organizations.

Some of the techniques used by CAAHT staff and partners in their capacity building work, are:

- training of trainers,
- anti-trafficking capacity building for local government officials, and
- coaching implementing partners.

Capacity building is also important for civil society actors. The main capacity building support provided to NPOs by the CAAHT program is described in the chapters on Coordination and Management Information Systems. Therefore, it is not addressed separately in this chapter.

## What key factors contribute to effective capacity building?

*Capacity building works better when it is designed to the specific needs of the organization and individual.*

It is important that the organization providing the capacity building establish its credibility with the people in the organization to be trained. This entails the capacity-building provider acquire sufficient initial understanding of the organization and individuals receiving the capacity building support. In this way, capacity building providers earn the confidence of those they are assisting. In-depth knowledge of the purposes and capacities of the organization and staff enables the capacity building provider to tailor his/her input to best address the needs of the organization.

The recipients of the capacity building should be engaged in identifying topics and priorities for the support they will receive. This encourages them to feel “ownership” for the activities and outcomes of the capacity building exercise. It is important to decide and agree on the main areas to be covered by the capacity building process at the beginning of the relationship with the trainee(s). This assessment can be conducted using the Strengths / Weaknesses / Opportunities / Threats (SWOT) analysis method to create a baseline from which to design the specific intervention for the organization and individuals.

Capacity building is most effective when it is provided over an extended period of time and includes both workshops and individual training/coaching. The most effective capacity building occurs when those receiving the capacity building have the opportunity to apply the knowledge conveyed and then reflect on how well it worked in their context. CAAHT program stakeholders often referred to this as “learning by doing”.

Many aspects of counter-trafficking work in Albania are still being developed. Oftentimes, the trainer is able to learn from those implementing their ideas and programs and to modify the training to make it more applicable to the practical needs and experiences of the organization and staff being trained.

## Defining success and measuring impact

Success is measured by comparing the results with the purposes and outcomes agreed to at the start of the capacity-building program. Recipients of capacity building should keep in mind that the success of capacity building weighs heavily on the extent to which they make the effort to use the information and support received. Hence, it is important for individuals who participate in capacity building to identify their personal development goals, and track their progress with the advice and support of the capacity building professionals.

## Capacity building tools

### 1. Training of trainers

#### Description

*TOT is a cascade approach to transmit knowledge and information to a wider group of people.*

Training of trainers (TOT) is a cascade approach to transmit knowledge and information to a wider group of people who accept responsibility to, and – in turn – conduct training for others. This technique was used extensively in the CAAHT program to increase the anti-trafficking knowledge of government and civil society actors throughout Albania. Topics included the characteristics of human trafficking including profiles of its victims and perpetrators, Albanian strategies to combat trafficking in persons and the legal framework; the role of social services in prevention and reintegration assistance for victims, key awareness raising messages, etc. In most cases, the staff of organizations that received this initial training from the CAAHT program proceeded to use the materials acquired to create messages and modules they felt would address the context of their beneficiaries and stakeholders in the local community.

#### Objectives

1. To build the skills of the people who can serve as trainers on anti-trafficking in their local communities.
2. To increase their skills to transfer the knowledge.

#### Outcome or Impact

Beneficiaries trained by organizations funded by the CAAHT program demonstrated increased knowledge of the anti-trafficking phenomena; Albanian strategies; and skills to transfer knowledge and share what they learned with other members in the communities where they live.

#### Implementation

TOT usually involves several stages.

##### *Background research*

The first stage includes:

- creating the contacts with the local actors;
- identification/selection of the participants, in collaboration with stakeholders;
- a needs assessment of the participants; and
- choosing the topics to be treated.

##### *Preparation of training modules*

The next stage of the process is the preparation of the module(s) for the first set of trainings. This entails:

- background research on the selected topics;

*TOT involves several stages:*

- *Background research*
- *Preparation of training modules*
- *Implementation of the modules*
- *Assessment & revision of the modules*

- selection of material from that research to be used in the module(s);
- preparation of draft module(s);
- testing draft module(s);
- revision of draft module(s), based on what is learned from the testing stage; and
- finalization of the first phase of the training plan or manual.

#### *Implementation of the modules*

The next stage is implementation of the training. Key steps include:

- creating a training schedule;
- inviting participants and confirming their attendance; and
- conducting the planned trainings.

#### *Assessment and revision of the modules*

It is helpful to implement the training process in a cycle of stages, in which the results of the trainings are assessed at the end of each stage. This information can then be used to modify module(s) and techniques used in order to improve the next stage of training. The assessment stage entails:

- preparing a questionnaire
- distributing the questionnaire
- compiling the responses (data), and
- analyzing the responses.

Preparation of the next phase of the TOT then begins with identification of lessons learned from the results assessment at the end of the first phase of the training process. Then the cycle of module development and implementation is repeated. This cycle of design, implementation, assessment and revision can be repeated as often as necessary.

With funds from the CAAHT program, and after capacity building support from ANTTARC, *Women in Development* in Shkodra created two manuals for training on anti-trafficking that were appreciated and used by several other CAAHT partner organizations. The two manuals, *Part 1: The Basics of Trafficking in Human Beings, and How to Combat It* and *Part 2: Basic Training Skills* may be found on the Toolkit Resources CD.

#### **Cost considerations, timing & complexity**

Exchange of resources and knowledge among anti-trafficking partners is essential. CAAHT stakeholders found that the use of the modules already created and produced by other organizations saved them time and expense. Training needs substantial investment in the initial design phase. However, with

Careful application of lessons learned, a set of reliable training modules can be developed that may be used repeatedly with different groups.

Preparation of training modules needs to be a thorough process. If the training is being developed on topics less familiar to the training organization, substantial time and effort needs to be committed to researching the topic. Once the training materials are developed, they should be reviewed by experts on the topic. After they are revised based on expert feedback, they should be tested with target beneficiaries in order to confirm that the techniques of the modules are effective. When using modules already prepared by another organization, they still should be tested with a target group in order to ensure that the exercises used are appropriate to the population and that the trainers are able to conduct them effectively. Hence, the preparation process to creating an effective training can take at minimum several weeks, and when it includes several modules, is more likely to require several months of work.

### Complementary activities

CAAHT grantees found helpful for the successful implementation of the TOT the:

- establishment of close contact with local government representatives ;
- organization of social events within the days of the training to familiarize themselves and the participants with each other; and,
- dissemination of anti-trafficking materials and knowledge about other regions of Albania in order to help participants see what the others have done previously.

### Programmatic prerequisites

The implementing organization needs staff and/or other community leaders who are committed to developing and using their skills as trainers. If the organization does not have previous training experience, it may be worth investing in an external consultant to guide the development of the initial training plan and materials. Implementation of the training requires a good relationship between the training organization and the community where the trained people will work. This ensures access to participants in the trainings and encourages cooperation in substantive feedback that will elicit meaningful lessons learned for the next stage in designing the training.

### Questions to ask before beginning this activity

- Have the people to be trained participated in previous TOTs?
- What is the level of their training skills?
- What is the level of their knowledge about the topics of the training?
- Do they have previous experience in sharing their knowledge with the other members of the community?

- What are the key skills that the organizations want to build in the trainers in order to use them successfully in the project activities?
- Who are the local actors that will collaborate for the implementation of the project?

### Lessons learned

- Careful selection of the participants is key to success.
- In depth knowledge of the area of intervention and local communities' needs is important;
- Good collaboration between organizations implementing similar activities in different parts of Albania enhances the quality of the information to be used in developing trainings for the local community.

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## 2. Building capacity of local government

### Description

*Information and relationships offered by the CAAHT program and NPO partners gave government employees practical tools with which to meet their official responsibilities in anti-trafficking.*

The CAAHT staff and most of the CAAHT NPO partners that received grants worked to build the anti-trafficking capacity of the local government representatives. Their aim was to enhance and develop the skills of government employees to drive forward improvement of the anti-trafficking work in their regions of the country, as well as to develop their capacity to learn, innovate and share knowledge and expertise about what works and how, in their specific communities.

Capacity building was achieved through formal mechanisms such as workshops, round tables and networks; however, informal processes were also influential. Relationships established between staff of these NPOs and various local government offices open doors to learning and behavior change.

Many government officials expressed surprise and appreciation for the information and support offered to them by the CAAHT program and these local NPOs. In some cases, they revealed that the specific information and programming ideas received from the CAAHT program and partner NPOs was the type of information they desired – but seldom received – from the central ministry offices or their more direct supervisors. The information and relationships offered by the CAAHT program and NPO partners gave them practical tools with which to meet their official responsibilities in anti-trafficking.

It should also be recognized that many of these officials were generous in sharing their knowledge of government practices as well as data on trafficking in the country, which assisted the CAAHT program and NPO partners. However, in Albania it is still evident that civil society has greater knowledge and capacity in counter-trafficking awareness raising, prevention services, and assistance/reintegration of victims of trafficking. One major factor that undermines the increased capacity of government entities is the high turnover of civil servants. This makes the continuing commitment of civil society to provide capacity building for government officials even more essential, since the “institutional history” of anti-trafficking work in Albania tends to reside with civil society more than with the government.

### Objectives

- To support local government officials in successful implementation of anti-trafficking activities.
- To increase coordination and collaboration among government and civil society actors throughout Albania.

### Outcome or Impact

- Increased knowledge of local government officials about combating human trafficking.

- Increased cooperation of local government officials in anti-trafficking programs and services.
- Improved collaboration in general between local government and civil society.

## Implementation

*The CAAHT program made it a priority to promote cooperation between government and civil society in all areas of the fight against trafficking in persons.*

When the CAAHT program began in 2004, one of the key concerns to be addressed was the mistrustful, sometimes conflictual, dynamic between government and civil society. The CAAHT program made it a priority to promote cooperation between government and civil society in all areas of the fight against trafficking in persons. As previously described in the chapter on Coordination, CAAHT Regional Cluster Groups and Conferences have been one important mechanism to address this objective. The CAAHT grant program also gave preference to NPOs that demonstrated a commitment to promoting coordination and cooperation among government offices and civil society in their local areas.

These grantee NPOs responded to this challenge with enthusiasm and creativity. They reached out to relevant government officials and employees to seek their advice in the design of the NPO anti-trafficking projects and invited them to contribute to the project implementation, in accordance with their designated anti-trafficking responsibilities. Many NPO projects supported with CAAHT funds included technical training workshops for government officials in law enforcement, social services, and education. They also organized roundtables and workshops with the local representatives to increase awareness of the trafficking phenomenon as well as the roles and responsibilities assigned to government offices in various national strategies.

In Shkodra, Kukës, Berat, Kucovë, Fier, and Vlora, these roundtables and workshops resulted in the creation of semi-formal anti-trafficking networks of local government and civil society actors (described in more detail in the next section) that reinforce the more formal structure of the *qarku* Regional Committee in the Fight Against Trafficking in Human Beings. These networks encourage:

- Exchange of information between different entities;
- cooperation in case assistance to vulnerable populations, including victims of trafficking;
- development of better approaches to raising awareness about prevention of human trafficking and related topics; and
- local strategies to combat trafficking in persons.

Members of the networks usually include representatives from the municipality, the directorates of education, health, social services, labor, employment, and police, as well as NPOs.

Capacity building support to local government employees increased their knowledge and understanding of the phenomenon and facilitated improved coordination among structures. Some of the tangible results from these efforts were:

- more MOUs, with greater specificity of purpose, were negotiated between government entities and NPOs for anti-trafficking programs in their communities;
- increased employment placement of NPO prevention and shelter services to beneficiaries through the cooperation of the Regional Employment Office;
- changes of approach from law enforcement officers towards victims or potential victims;
- increased cooperation between schools and NPOs to conduct anti-trafficking awareness sessions for pupils, etc.; and
- communes providing government premises free of charge for NPO vocational training programs to assist vulnerable adolescent and adult females.

### Cost considerations, timing & complexity

Costs can vary from low to medium, depending on the extent of organized sessions that may entail costs for facilities, meals, trainers, etc. NPOs often are able to include these plans in larger project proposals supported by external donors. Government partners can help offset these costs by contributing facilities and human resources. In some cases, government training offices may contract to pay NPOs to conduct trainings for their staff in areas of expertise, particularly reintegration services and counseling for victims of trafficking.

### Complementary activities

Capacity building support for local government officials enhances all of the other activities described in this Toolkit.

### Programmatic prerequisites

Before determining what type of capacity building support should be provided, the implementing NPO should conduct a careful assessment to identify the sustainable local government staff to be approached to participate in the capacity building program. This should include a needs assessment in order to develop a plan that meets the needs and interests of the target group(s). Good trainers and modules need to be identified and developed preferably before the project begins.

### Questions to ask before beginning this activity

- Why is capacity building about human trafficking needed, and for the staff of which institutions?
- Have any capacity building programs been provided previously in this target group? What was achieved? How can we build on this?
- Do we have a good and well-established relationship with the government employees to be trained, or their directors?

- Will we use an existing module, or develop our own?
- Do we have trainers with the capacity to deliver the training? If not, how will we find them?

## Lessons learned

Investment in training and building the capacity of the local government staff is a significant contribution toward the sustainability of anti-trafficking services in local communities. Even if these people leave their jobs, they often remain in the community and can continue to exercise their skills in other capacities. NPO's capacity building support to government also enables NPO staff to gain better understanding of the roles and responsibilities of local government officials. This mutual understanding builds cooperation and encourages more efficient use of both government and civil society resources in the community.

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### 3. Coaching implementing partners<sup>2</sup>

**Description** Coaching is a method of training, instructing and supporting a person or group of people, with the aim of building a specific set of skills to achieve a goal. Performance coaching is generally done with members of an organization, focusing on the skills and competencies required for optimum performance to achieve organizational goals. Solution-focused coaching focuses on solutions rather than problems, to find out what works and doing more of it (appreciative approach!)

**Objectives** To enhance the work performance, life experience, self-directed learning and personal growth of the organization or individual through the coaching process provided to them.

**Outcome or Impact** Organizations/individuals will improve their planning skills and the quality of the project implementation.

**Implementation** **Guiding principles for coaching**

- Every coaching contact should have an agreed upon goal or outcome to be achieved.
- Goals should be Specific, Measurable, Achievable, Realistic and Timely (SMART).
- Start from where the client is (the current reality).
- Look at options and choose the best for achieving your goals.
- There must be a determination and commitment for action.

*Developing a coaching plan is an iterative, participatory process.*

**Steps for Developing a Coaching Plan**

Developing a coaching plan is an iterative, participatory process. It requires time, patience and good listening skills. It may also require good negotiating skills to arrive at a plan to which both parties can agree and commit. Without commitment from both parties, there is no plan. Continuous feedback and monitoring is critical for successful implementation of a coaching plan, and helps to maintain motivation and allows for mid-course adjustments when needed.

Coaching plans should span the life cycle of the grant, but you may want to develop specific plans for different stages of the grant cycle. For example, you can develop a coaching plan on a monthly, quarterly and semi-annual basis. The

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<sup>2</sup> Source: staff training materials prepared by EnCompass<sup>LLC</sup> for the CAAHT program.

steps below are not only to help you develop an initial coaching plan - but can be repeated whenever you need to modify, update or create new plans.

#### **Step 1: Setting goals** (visualize the preferred future)

- Meet with the person or group to be coached to discuss the coaching plan and jointly determine the areas of need.
- Agree on the target area(s) (or behaviors) for coaching.
- Identify specific goals/objectives for each target area. Use SMART goals.
- Identify what the benchmarks for progress and indicators of success are.
- Provide a time frame for the agreed upon goals (i.e., immediate, short or long term)

#### **Step 2: Assess the current reality**

- Invite self-assessment by the person or group on what is currently working well and what can be improved (appreciative inquiry)
- Clarify what is currently being done (what, when, where, how much, how often, by whom)
- Check assumptions and look for variance in how things are being done
- Look for positive exceptions to problems and what made them possible (appreciative inquiry is key to solution finding!)

#### **Step 3: Exploring and selecting the best options**

- Explore the full range of options (and methods) for achieving goals and invite suggestions from the person or group being coached (be bold and innovative!)
- Weigh the options, consider the resources needed and the capacity of the person or group being coached.
- Make a choice!

#### **Step 4: Commit to action**

- Identify 2-3 activities/tasks that you and the beneficiary will take to support achievement of the goals.
- Make the tasks as specific as possible and defined within a timeline.
- Make an explicit commitment to the plan and ask the grantee to do the same.
- Agree on the next steps.

### Cost considerations, timing & complexity

This does not need to be a costly activity, especially when staff from a more experienced organization or government institution are willing to offer coaching services to other partners at little or no charge. Coaching ensures high impact. It does require serious commitment from those who are the recipients of the coaching to apply the ideas and advice received in order to “learn from experience” and maximize the impact of the coaching. As this is a process based on trust, careful identification of both the coach(es) and those to be coached is very important. In some cases, organizations may decide coaching is needed from a professional expert and be willing to pay the necessary fees.

### Complementary activities

Coaching NPO and government staff who are responsible for anti-trafficking work can enhance all of the other activities described in this Toolkit.

### Programmatic prerequisites

- Trust between the organizations and people providing and receiving the coaching.
- Ensure that the people from both the providing and receiving entities have the good will to conduct this activity and are committed to doing so.
- Establish a clear agreement and clarify the expectations of both organizations and people providing and receiving the coaching.

### Questions to ask before beginning this activity

- Does the organization/individual have a need for coaching?
- What are the areas of coaching?
- Who will conduct the coaching?
- Is there a well-prepared coaching plan?
- Do we need to use a model already developed or do we need to design a specific one for the specific organization/individual?
- What is the level of interest from the organization or person in being coached?

### Lessons learned

- For coaching to succeed, the process needs to be a strong collaboration between the organization or person being coached and the coaching provider.
- It is important to get clear agreement from the beginning about the process for the areas of coaching.
- Using different expertise between the staff of the coaching organization will maximize the quality of coaching provided and reduce the cost.

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## SUCCESS STORY

### Through Grants, Expertise, NGOs are Supported for Sustainability

**Strong local NGOs needed on the frontlines to combat human trafficking, reintegrate victims**



Photo by: CAAHT

*USAID's CAAHT grantees participate in ANTTARC's training program on Project Management.*

TIRANA – Seated at a conference table in the offices of Different & Equal (D&E), a shelter for trafficked girls and women, Marjana Meshi describes the frontlines of two battles – keeping her shelter financially viable through donor funding and technical savvy while never losing sight of its primary goal, to help reintegrate victims of human trafficking into Albanian society.

Meshi's is among an energetic cadre of non-governmental organizations that are helping to combat the scourge of human trafficking that has gripped post-communist Albania. Traffickers prey on unsuspecting girls and young women seeking better lives, though empty promises and lead them into lives of prostitution.

Like many of her colleagues who lead young social services agencies, Meshi is a former social worker who confronted the various challenges of leading an NGO without first having acquired the necessary technical skills.

"Becoming a manager was very different," Meshi said of her abrupt move from shelter counselor to executive director of D&E. "It's a big responsibility, hard work. There are many principles that must be established and upheld. I have always to be on top of everything – emotionally and intellectually."

The directors, staff and volunteers of these agencies often have practical experience as social workers or educators, but are not experienced in how to manage not-for-profit organizations. Most lack the organizational capacity, technical skills and mission focus to be sustainable.

Since D&E began in 2004, Meshi has worked to secure funding to keep the shelter's doors open and oversee all projects. She also advises staff on difficult cases and works closely with the shelter's primary social worker who monitors daily activities.



## SUCCESS STORY

D&E's administrative offices are separated from the shelter's location, which is not publicized for the safety and well-being of trafficking victims. Even victims' families don't know the location. They meet their loved ones at a café or some other location when they visit.

In addition to the funding and capacity building support from the USAID CAAHT program, Meshi also owes much of D&E's success to another CAAHT grantee known as the Albanian National Training and Technical Assistance Resource Center, or ANTTARC, established in 1998. It provides assistance to agencies like D&E and others to help them establish strategic plans to help ensure their sustainability after donor funding ends.

"We saw changes in every organization that we worked with, because formerly their capacity building efforts were sporadic," said Myftar Doçi, ANTTARC's program director.

ANTTARC's Albanian staff conduct assessments that consider an agency's staffing, services, counselors and available resources. On-site mentoring is provided to NGO directors and their staffs to help with project implementation, internal operating systems, policies and procedures.

"ANTTARC's intervention was very important and necessary. They were experts at strategic planning and management. They assisted us in improving our organization, even in designing job descriptions and evaluation forms for staff," Meshi said. "ANTTARC's technical assistance included help with proposal writing in the search for other funding sources and helped us create our by-laws."

The CAAHT program is changing attitudes as well as building organizational capacity. The experiences, like those of D&E, have been shared by over a dozen other CAAHT grantee organizations across the country.

One grantee representative observed "I value the sharing of information and ideas, capacity building, the new working spirit (that reflects an openness and cooperation between different sectors and NGOs working to combat trafficking), and the use of resources. ANTTARC has been willing to provide information on anything it is asked to. Such positive experiences have made us behave in the same way."

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