



STRATEGIC PLAN

2021 – 2023

ACTION PLAN 2021

“VATRA” PSYCHO-SOCIAL CENTRE

VLORA, DECEMBER, 2020

Prepared by: Staff of "Vatra" Psycho-Social Center, Board, collaborators with the support of the expert of ANTTARC organization, Mr. Myftar Doci

Supported by AWEN -Albanian Women Empowerment Network (with SIDA funds)



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INTRODUCTION

The Strategic Plan 2021-2023 of “Vatra” Psycho-Social Center is an important organizational document, the product of committed work of the planning team composed of the Executive Director, staff, and Board. The planning process has been facilitated by the consultant of the Albanian National Training and Technical Assistance Resource Center (ANTTARC), Mr. Myftar Doci. The planning process went through several phases:

Assessment of achievements of the past Strategic Plan. The analysis focused on the success, challenges, and lessons learned by the Center in the course of its work for the achievement of programmatic goals and objectives. Also, the Center’s management strengths and weaknesses were assessed. Assessment activities included the review of organizational documents such as reports, projects, publications, etc. that are produced during the past period as well as meetings with the planning team.

Development of the first draft of the Strategic Plan. At this phase, the first draft of the strategic plan was developed including the mission, vision, critical issues and general strategies, goals and objectives for the programs and management. Considering the short time since the drafting of the last strategic plan of Vatra, the mission and vision of the organization have not changed, meanwhile that there has been an evaluation of the current context, internal and external, of the work of the organization; identification of critical issues and overall strategies for the organization, as well as setting goals and objectives for the organization's programs and management.

Finalization of the Strategic Plan and its approval. The Strategic Plan has been finalized through consultations of “Vatra” staff, the expert Mr. Myftar Doci and its stakeholders. Also, the Action Plan 2021 has been developed as an important part of the Strategic Plan. Both documents have been approved by the Board of “Vatra”.

The Strategic Plan 2021-2023 reflect the continuity of Vatra’s activity regarding “the prevention of human trafficking, domestic and gender-based violence, protection of victims of these phenomena in Albania, and socio-economic empowerment through information, education, advocacy, residential and community services”. The staff of “Vatra” Psycho-Social Center will work hard for the successful implementation of programs developed for its target groups. These programs will be monitored continuously and evaluated periodically.

The drafting of the Strategic Plan was made possible by the financial support of Albanian Women Empowerment Network (AWEN), with SIDA funds, for which I express my gratitude and thanks.

Also, Vatra thanks the consultant Mr. Myftar Doci, who with his expertise facilitated an inclusive and effective planning process, as well as Vatra’s staff and Board, which committed their time and energy for the development of the Strategic Plan 2021-2023.

Brikena Puka

Executive Director

Acronyms

ANTTARC	Albanian National Training and Technical Assistance Resource Center
AWEN	Albanian Women Empowerment Network
CIES	Centro Informazione ed Educazione allo Sviluppo Onlus
CILP	Center for Integrated Legal Practices
EC	European Commission
GDSP	General Directorate of State Police
GIZ	German Development Agency
RPD	Regional Police Directorate
IOM	International Organization for Migration
KBF	King Baudouin Foundation
KTK	Kvinna Till Kvinna
JAC	Justice for ALL Coalition
LMAV	Local Mechanism against Violence
LNDM	Local Network of Domestic Violence
MHSP	Ministry of Health and Social Protection
MSWY	Ministry of Social Welfare and Youth
MU	Moving Units
NCATS	National Coalition of Anti-Trafficking Shelters
NRM	National Referral Mechanism
ONAC	Office of National Anti-Trafficking Coordination
OSCE	Organization for Security and Cooperation in Europe
PC	Penal Code
PPC	Penal Procedures Code
RATC	Regional Anti-Trafficking Committee
PCF	Postcode Foundation
PVT	Potential Victims of Trafficking
RA	Responsible Authority
RENATE	Religious in Europe Networking Against Trafficking and Exploitation
SIDA	Swedish International Development Agency
SOP	Standard Operating Procedures
TATT	Technical Anti-Trafficking Tables
UNODC	United Nations Office against Drugs and Crime
UNTF	United Nations Trust Fund
USAID	United States Agency for International Development

URAT	United Response Against Trafficking
USSD	United States Department of State
VoT	Victims of Trafficking
WAVE	Women Against Violence Europe

I. ORGANIZATIONAL PROFILE

“Vatra” Psycho-Social Center is an Albanian non-profit organization that provides services and expertise on prevention and protection of victims of trafficking, domestic and societal violence.

Vatra’s activity dates back to 1999. It has been initially registered as non-profit organization at Vlora District Court (Decision 693, dated. 02.10.2001). Later, in accordance with the Law on Non-Profit Organizations, it has registered at Tirana District Court (Decision 211, dated. 17.01.2005). Since 2004, Vatra has been licensed by the national Licensing Center for: (1) Provision of Residential Services; and (2) Provision of Community Services.

“Vatra” Psycho-Social Center mission is *“preventing trafficking in human beings, domestic and gender- based violence and socio-economic protection and empowerment of victims of these phenomena through information, education, advocacy; social, residential and community services”*.

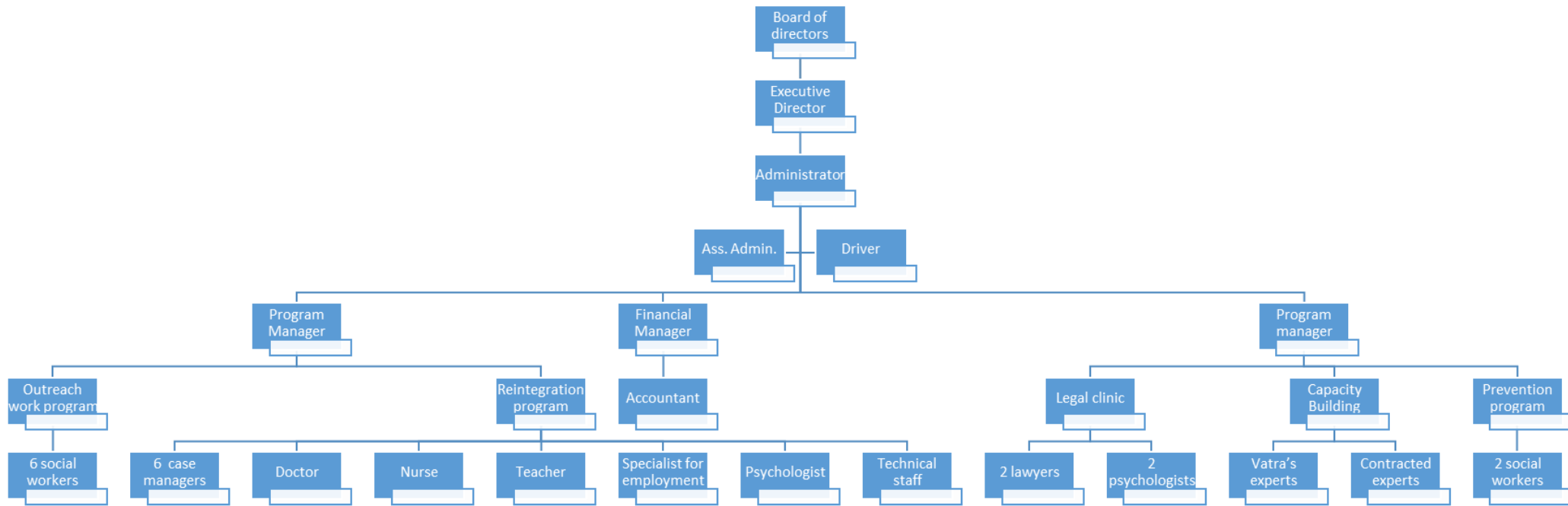
Target groups of “Vatra” include people in need, especially women, girls, youth, and children—Victims of trafficking and violence in Albania.

The main priorities of “Vatra” include:

- Prevention of trafficking in human beings, sexual abuse and gender-based violence (through awareness campaigns all over Albania, support for children, women, girls and youth in vulnerability situation).
- Identification of victims/potential victims of trafficking through the outreach work by the mobile units (Vlora, Durres, Berat, Dibra).
- Rehabilitation and reintegration of victims of trafficking, sexual abuse and gender-based violence through direct services in the shelter and community;
- Increased access to justice for victims in the framework of the functioning of the Legal Clinic with lawyers and psychologists
- Capacity building of representatives of state institutions and NGOs through trainings, workshops, mentoring etc.
- Lobbying and advocacy for the protection of rights of victims of trafficking in human beings and domestic violence.

“Vatra” Psycho-Social Centre has a staff of 32 professionals (25 full time and 7-part time) composed of social workers, psychologists, teachers, doctor/nurse, lawyer, specialist for vocational training and employment, financial management, administrative and logistic staff. “Vatra” Psycho- Social Center is directed by a Board of 5 people representing education institutions, civil society, business etc.

ORGANIZATIONAL STRUCTURE



Since 1999, “Vatra” has implemented numerous projects focusing on community information and awareness on trafficking in human beings, violence, direct services for the victims, capacity building of structures dealing with anti-trafficking and violence, advocacy and lobbying.

Through awareness campaigns during these 21 years have benefitted more than 35 000 people.

In 2001, “Vatra” with the support of Save the Children expanded its activity by establishing the first Shelter in Albania, (which continues with its activity even today) for the accommodation, rehabilitation, and reintegration of women and girls, victims of human trafficking.

Since its creation (1999-2021), “Vatra” Psycho-Social Centre has identified and assisted 2541 victims of trafficking/potential victims of trafficking, mainly women and girls trafficked for sexual exploitation and 571 children of victims, as well as over 2000 victims of domestic violence.

Since 2001, 10 victims of human trafficking (one of them with her child) have been supported by Vatra to participate in the witness protection programs of international agencies and another victim has been supported to be included in the program National Witness Protection in 2018.

In 2004 with the financial support of IREX, USA Vatra has established **the first Anti- Trafficking Network of Local Institutions** which has been evaluated and followed as a model by the Albanian government in 2006. Thus, in May 2006 Albanian Government established the Regional Anti Trafficking Committee in 12 districts of Albania, composed of local institutions and NGOs.

In 2018 Vatra with the financial support of European Commission through Save the Children, has established **the first Legal Clinic in Southern Albania** which provides legal and psychological support and assistance for victims of trafficking and gender-based violence. Every year the Legal Clinic assists more than 250 victims of trafficking and violence and their children.

Since 2001, “Vatra” is involved in the implementation of Albanian government programs to fight trafficking and violence.

From 2001 -2017, "Vatra" Psycho-Social Center is involved in the implementation of programs of the Albanian government related to the fight against trafficking, domestic and societal violence.

Contribution to national policies – Networking and partnerships:

- Vatra Center is member and signatory of the Agreement of National Referral Mechanism for the identification, referral and protection of victims/potential victims of trafficking (since 2005) and contributes to its implementation;
- It is a member of the Anti-Trafficking Responsible Authority;
- It is also member of the Transnational Referral Mechanism for the referral and protection of victims of trafficking;
- It is partner of the Albanian Government in the development and implementation of the National Anti-Trafficking Strategy and Action Plans since 2001 and onwards (in every strategy/anti-trafficking action plan);

- Vatra’s experts have provided their expertise for the development of Standard Operating Procedures for the identification and referral of victims/potential victims of trafficking, approved with the Decision of Council of Ministers No. 582 dated 27/07/2011). In 2017 these procedures were revised and approved by Decision of Council of Minister No.499, dated 29.8.2018. The staff of Vatra contributed in the drafting and improvement of these procedures.
- Contribution in drafting the “Action Plan for the socio- economic reintegration of girls and women victims of trafficking “approved with the Decision of Council of Ministers No. 115 dated. 17/02/2016.
- In 2017 Vatra was member of the working group (among 6 organizations in Albania) in drafting the first Strategy and Action Plan 2018-2023 for “Legal Public Education”.
- Contribution in drafting national strategies and action plan for gender equality.
- Vatra has participated with its experts as a member of the working group, set up by the Ministry of Labor, Social Affairs and Equal Opportunities (today the Ministry of Social Welfare and Youth), in drafting Standards for the Delivery of Social Services, which were approved by Decision of the Council of Ministers no. 195 dated 11/04/2007.
- Every year Vatra contributes with inputs and recommendation for US Tip Reports and EU progress Report for Albania in the anti-trafficking field. “Vatra” with the support of KTK is participant to consultative meetings in Tirana and Brussel at the European Commission to share information on human trafficking situation in Albania with representatives of the EC, challenges and issues as well as gives concrete recommendations for the measures to be undertaken by the Albanian government in support of the victims.
- "Vatra" Centre has realized its activities and services through the collaboration, signing and implementation of agreements with public institutions at central and local level, and NGOs operating all over Albania.
- Vatra is also member of different national networks and coalitions such as: Coalition of Anti-Trafficking Shelter, Albanian Women Empowerment Network, URAT, RENATE, WAVE network, JAC, Netzcraft movement”, "End Slavery Now" etc.

The success and contribution of "Vatra" Psycho-Social Center, in these 21 years, demonstrate the hard work and efforts of its staff and it is awarded by several countries and the Albanian government. Some of these awards include:

- “Antislavery International” awarded by the Antislavery International, London, UK, November 2003.
- “Women of Courage” for Ms. Vera Lesko (Honorary President and former Executive Director of “Vatra”) awarded by the US State Department (handed by the American Ambassador, Mr. John Withers during a high-level ceremony in Tirana on 12 March 2009).
- “Heroin of Fight against Trafficking in Human Beings” for Ms. Vera Lesko awarded by the US State Department (handed by the State Secretary Hillary Clinton during a ceremony in Washington on 16 June 2009 in the frame of the 2009 State Department Report on trafficking in human beings).
- “Ambassador of Honor” for Ms. Vera Lesko, awarded by the Albanian Government recognizing her work against human trafficking (4 February 2010).
- In December 2014, Vlora Municipality awarded “Vatra” with "Protagonist of the Year" for its active role in the city’s social life and for the protection of women and girls Victims of Trafficking and domestic violence.

- In December 2015, The OSCE Presence in Albania gave Ms. Brikena Puka, Executive Director of Vatra, a Certificate recognizing her extraordinary contribution in the achievement of humanitarian and security goals of OSCE in Albania.

Our journey and work through these years has served as a strong incentive for the Albanian government in the protection of rights of victims of trafficking and violence. Therefore, it has not been easy. There have been numerous challenges and difficulties from facing the traffickers and perpetrators, unprofessional media, financial difficulties related to service provision and attitude of the Albanian government. Due to the dedication and professionalism of the staff, “Vatra” has overcome the difficulties and has strengthened and continues with the fulfillment of its mission.

Vatra’s activities and services have been realized in collaboration with state institutions at central and local level and other non-profit organizations. Such collaboration, especially that related to the National Referral Mechanism, has been institutionalized through agreements such as that with the:

- Ministry of Internal Affairs/ONAC
- General Directorate of State Police (Regional Directorates)
- Ministry of Health and Social Protection
- State Social Services (central and local)
- National Employment Service/Regional Employment and Vocational Training Directorates
- Local health institutions (Regional Hospital Vlore, Psychiatric Hospital, and Directorate of Public Health)
- Ministry of Education and Science/Regional Education Directorates/School Directorates
- General Prosecutor’s Office
- Prosecutor’ Office and District Courts (according to cases assisted by the Center)
- Municipalities and Administrative Units from different regions

Organizations, national and international Networks, main collaborators of "Vatra" Psycho-Social Center:

- National Coalition of Anti-Trafficking Shelters NCATS (Different and Equal, Tirana; Another Vision, Elbasan; and National Center Linza).
- AWEN and AWEN network organizations
- IOM
- "Woman to woman" Shkodra;
- "Gender Alliance for Development", Tirana;
- Counseling Center for Women and Girls, Durres;
- "I woman", Pogradec;
- "Agritra Vision" Peshkopi;

- Independent Women's Forum, Elbasan;
- "Jona", Saranda;
- Counselling line for women and girls, Tirana,
- Center for Legal and Civic Initiatives, Tirana
- Mary Ward Loreto Center.
- ANTTARK Center, Tirana;
- ALTRI Center
- Albanian Helsinki Committee
- COD Albania
- Youth Center, Vlora;
- ARSIS Initiative, Tirana
- CARITAS, in Albania
- AULONA Center, Vlora;
- Catholic Church, Vlora;
- CRCA/ALO 116, Tirana;
- ASTRA, Serbia
- ATHENS, Serbia
- Justice for All Coalition
- Netzkraft Movement, Greece
- URAT
- RENATE
- WAVE Network,
- End Slavery Now etc.

The activity of "Vatra" Psycho-Social Center during the last 5 years, has been supported with the financial and technical support of a number of international organizations and institutions such as:

- U.S Embassy in Tirana;
- Embassy of Norwegian Kingdom, Prishtina, Kosovo;
- Kvinna Till Kvinna;
- OSCE Presence in Albania;
- AWEN funded by SIDA (Swedish International Development Agency);
- Save the Children and CILSP (with funds from the European Commission, Albania);
- CIES Onlus with funds from the Italian Ministry of Foreign Affairs;
- Ministry of Health and Social Protection through Vlora Regional Council and Vlora Municipality;

- Porticus, Vienna
- UNWOMEN
- GIZ
- UN Voluntary Trust Fund, Geneva;
- Terre des Homme;
- World Vision;
- Partners Albania with funds from the Embassy of the Kingdom of Norway, Prishtina, Kosovo;
- Caritas, Albania;
- SOROS Foundation.

II. IMPLEMENTED PROJECTS AND MAIN ACHIEVEMENTS DURING THE PAST THREE YEARS

Most successful projects implemented by “Vatra” during 2018-2020 include:

INFORMATION AND EDUCATION PROGRAM

In accordance with the objective of informing, raising awareness and education of the public, Vatra Center implements projects specifically for this purpose. During 2018 and 2020, the following projects have been implemented:

1. Strengthening cross-sectoral protection of children of victims / victims of potential trafficking and their children” funded by Save the Children with funds from the European Commission which was implemented during the period 15 June 2017- 15 June 2018.
2. "Youth engagement in actions for the prevention of human trafficking ", funded by the Program of Small Grants, US Embassy in Tirana which was implemented during the period September 2018- August 2019.
3. In the framework of this project, in addition to working to support with legal and psychological services victims of trafficking and gender-based violence, the project also focused on informing the community of 13 administrative units of Vlora district on gender-based violence and services for victims of this phenomenon.
4. *Project: "Strengthening the protection mechanism of victims of domestic violence and gender-based violence in the community of administrative units of the Municipality of Vlora, in Oriku, Qender Vlora, Vlora, Novosela and Shushica",* funded by the Swedish Government through the Swedish International Agency for Development and Cooperation (Sida) and implemented in Albania by FCG Sweden. The project was implemented for a period of 11 months, from May 2019 to March 2020, during which community members and youth in 5 administrative units of the Municipality of Vlora were informed about the social consequences of domestic violence and protection mechanisms at local level for victims of violence.

5. *"Identification and education for an effective prevention against Trafficking in Persons in Albania"*, funded by the U.S Embassy in Tirana. This project started in September 2020 and will continue until August 2021. In addition to informing and educating youth on human trafficking issues, the project also provides outreach identification of victims of trafficking/potential victims of trafficking. in the districts of Vlora, Durres, Berat and Dibra.

6. *"Transforming National Response to Human Trafficking in and from Albania"* supported financially by UNICEF Albania during the period 31 January 2020 - 31 March 2021. Part of this project of potential victims of trafficking in Dibra district, was also the information of the community related to trafficking in human beings, causes, consequences, profile of the victims and traffickers, methods of recruitment, services for victims of trafficking etc.

In the framework of the above-mentioned projects, through the realization of informative sessions, forums, focus groups, trainings, TV and radio talk etc throughout 2018-2020 participated and were informed 2654 pupils in schools, 1290 students and community members.

Also, during the three years 2018-2020, activities were held in the framework of the national month against trafficking (October), International Anti-Trafficking Day 30 July, 16 International Days Against Violence, International Women's Day (March 8), etc. These activities have consisted in: organizing and participating in marches, activities in public places in which informative materials such as leaflets, posters, T-shirts, caps, pens with slogans, etc. were distributed. The social media Facebook and Instagram have also been used as a tool to inform citizens on human trafficking and gender-based violence.

Facebook and Instagram have been used as an effective tool to share information for the public regarding trafficking, gender-based violence but also for the information on activities and services that Vatra realizes. In total the Facebook page of Vatra is followed by 3397 followers and that of Instagram by 537 followers.

In total, through these activities were informed 7878 citizens. For the realization of awareness activities there has been collaboration with national, local institutions and NGOs, partners of Vatra, among which it is worth mentioning: Ministry of Internal Affairs/Office of the National Anti-Trafficking Coordinator, Ministry of Education, Vlora Municipality, Vlora Prefecture, Directorate of Public Health, Women's Empowerment Network in Albania (AWEN), "Justice for All" Coalition, URAT, etc.

IDENTIFICATION AND REFERRAL OF VICTIMS/POTENTIAL VICTIMS OF TRAFFICKING BY THE MOBILE UNITS

Pursuant to the projects mentioned in the section above, Vatra has worked to identify PVoTs/VoTs through mobile units established in Vlora (since 2013), Dibra, Berat and Durres from 2020 which will continue to work throughout 2021.

During the period 2018-2020 were identified and referred for services at Vatra and other actors working in anti-trafficking 63 cases of victims of trafficking and potential victims. All cases have been reported to the relevant Police Directorates (with which there is a cooperation agreement) for taking measures and launching investigations for each case. Also, according to the SOPs the mobile units have reported in time each identified case.

PROGRAM FOR RESIDENTIAL AND COMMUNITY SERVICES

During the years 2018-2020, Vatra has provided a complete package of services aiming the rehabilitation and reintegration of victims of trafficking/potential victims of trafficking, victims of sexual abuse, domestic violence and their children. Services have not only been provided for cases accommodated in the shelter of "Vatra"/apartments for rent but also for other cases in the family of origin or in other alternative places. Accommodation, rehabilitation and reintegration services have been provided in the framework of the following projects:

"Providing sustainable reintegration assistance to former victims of trafficking in Albania", financially supported by Vital Voices Global Partnership throughout the period 16 December 2017 - 31 December 2018

"Providing direct assistance for the social and economic empowerment of victims/potential victims of trafficking and victims of violence in Vlora Region", financially supported by the Ministry of Health and Social Protection through Vlora Regional Council and Vlora Municipality - January 2018- December 2020 .

"Continuous provision of sustainable reintegration assistance for former victims/potential victims of trafficking in Albania", financially supported by Albanian Women Empowerment Network - AWEN during the period 1 January 2018 - 31 December 2020

"GEMAL -Gender integration in Albania- with women against violence and exploitation", financially supported by Centro Informazione ed Educazione allo Sviluppo Onlus- C.I.E.S ONLUS during the period 19 January 2018- 19 January 2019.

"Increasing access to justice of victims of all types of violence and improving legal services for them", supported by the project "Social inclusion for a functioning and open justice system in Albania", implemented by Save the Children, in partnership with CILSP and funded by the European Union - 1 January 2018 - 30 June 2019. In the framework of this project, was established the first legal clinic in the Southern part of Albania, in the framework of which all victims of trafficking and violence coming from this area benefit from free legal and psychological services.

"Women and men free from violence in Albania", financially supported by Centro Informazione ed Educazione allo Sviluppo Onlus- C.I.E.S ONLUS - 1 October 2019- 30 September 2022.

"Healthy family - healthy children! Multidisciplinary support for the children of former victims of trafficking and victims of violence in the Municipality of Vlora", financially supported by Terre des Hommes, Albania - 1 January 2019 - 31 October 2019.

"Providing sustainable reintegration assistance to former victims of trafficking in Albania" financially supported by Partners Albania through the Norwegian Ministry of Foreign Affairs during the period 1 January 2019 - 30 June 2020.

"Transformation of the National Response to Trafficking in Human Beings in and from Albania", financially supported by UNICEF Albania during the period 31 January 2020 - 31 March 2021.

"Providing sustainable assistance for the reintegration of victims/potential victims of trafficking and their children in Albania", financially supported by World Vision Albania during the period March 2020 - December 2020.

"Support to municipalities in analyzing and approving new models/schemes for the socio-economic integration of survivors of gender-based violence", financially supported by UN Women Albania through the organization "Different and Equal" during the period 15 September 2020- 15 December 2021.

"Providing sustainable assistance for the reintegration of victims of trafficking in Albania", financially supported by UNODC during the period 1 October 2020-30 September 2022.

In the framework of these projects during the period January 2018 - December 2020 were assisted with program services, a total of 931 cases from which 176 victims of trafficking/potential victims of trafficking, 514 victims of domestic violence and 41 children of beneficiaries.

CAPACITY BUILDING PROGRAM

With the support of the U.S Embassy in 2017-2018, the project "Respecting the rights of victims of trafficking by local law institutions" was implemented, a project which specifically focused on strengthening the capacity of law enforcement structures and specifically for judicial police officers and prosecutors.

Also, in the framework of the projects implemented and mentioned above, one important component has been the increase of the capacities of state institutions employees, NGOs, students but also the staff of Vatra.

During the three years 2018-2020, 700 employees of institutions responsible for the protection of victims of trafficking and gender-based violence, 75 students, 20 members of Vatra staff participated in trainings and workshops conducted by Vatra.

One of Vatra's areas of activity is lobbying and advocating for the rights of victims of trafficking, sexual abuse, victims of domestic violence and children in vulnerable situation. In this context, Vatra has taken initiatives or collaborated with other organizations or networks at local, national and international levels.

At local level, with the support of AWEN, every year work is done to strengthen the Women Alliances of Vlora, Selenica and Himara Municipal Councils. In the meetings with these structures, special importance has been given to informing the members on the situation regarding women and girls victims of trafficking, sexual abuse and violence (based on Vatra's experience in working directly with these target groups), advocating for the prioritization, by the Municipal Councils, of women and girls victims of violence and trafficking to be included in the social rent bonus scheme. Vatra has worked especially with the Alliance, to extend the hours of kindergarten and nursery (until 17.00), which was successfully achieved in 2020. Another success worth mentioning is that during the past 3 years, they have been exempted from paying kindergarten and nursery, 40 women victims of domestic violence and in difficult economic conditions.

As a member of the Regional Anti-Trafficking Committee and Coordinated Mechanism for Referral of cases of domestic violence, Vatra has participated in every organized meeting and during these meetings has carried out advocacy work with other members of these structures. Vatra has presented the situation, difficulties and challenges faced by the target groups it assists and has given recommendations to other members of RATC and NRM in order to improve their social, economic and health status.

At national level, Vatra Center has lobbied and contributed with recommendations during the drafting of important legislative documents such as: Standard Operating Procedures for the Protection of Victims of Trafficking (August 2018), National Anti-Trafficking Action Plans, National Plan 2019 -2021 on the Protection of Children from Economic Exploitation, amendment to law no. 9669, dated 18/12/2006 "On measures against domestic violence" (amendments which entered into force in August 2018), amendments to the laws "On social services" and "Social housing", etc.

Recommendations have also been given for the improvement of draft decisions such as:

- Draft-decision of the Council of Ministers "On referral and case management procedures, drafting and content of the Individual Protection Plan, financing of expenditures for its implementation, as well as the implementation of protection measures", which has entered into force by Decision No. 578, dated 3.10.2018;
- Draft-decision of the Council of Ministers "On the rules for the functioning of inter-sectoral technical group for the protection of children at the municipalities and administrative units", entered into force by DCM no. 353, dated 12.06.2018;
- Draft-decision of the Council of Ministers "On the procedures and rules for the return and repatriation of the unaccompanied child".

The national anti-trafficking action plan 2028-2020 provided for "The establishment of an ad hoc group to conduct an in-depth analysis and assessment of the need for a special law focusing on the protection of victims/potential victims of trafficking." In 2019, the ONAC set up this group and Vatra's experts became part of it. In this context, Vatra's experts gave inputs and recommendations for the study report "On the drafting of a special law for the protection of victims of trafficking, referring to the justice reform and legal changes following this process, realized by the organization" Different and equal'.

For the past 3 years, as a member of the coalitions it is part, Vatra has been participant of public reactions as a result of the violation of the rights of women, victims of trafficking, abuse, violence and their children. Among them we can mention the reactions as part of Albanian Women Empowerment Network (AWEN), "Justice for All" Coalition, RATC, Monitoring Network Against Gender-Based Violence. In addition to official letters sent to institutions, media or businesses that have committed violations, emails or social networks have also been widely used to share specific concerns with a wider audience.

At international level, for more than 10 years, Vatra has been participant in direct consultative meetings in Brussels with high-level representatives of the Council of Europe, the European Commission and members of the European Parliament. In these meetings, Vatra has given inputs on the situation of human trafficking in Albania, issues related to the rights of victims and recommendations for the improvement of Albanian anti-trafficking policies and legislation. The data are presented every year not only to the European Commission in Brussels but also to the Delegation of the European Union in Albania. Data on the situation of victims of trafficking in the country are provided annually to the U.S Department of State, for the purpose of drafting the Report on Trafficking in Human Beings for Albania (TIP Report). It has been a success that every year, these two important international institutions have considered in their reports many of the concerns raised and presented by Vatra. In 2019, Vatra Center also provided information on GRETA report (Group of Experts on Actions against Trafficking in Human Beings) in order to prepare an expert report on the implementation of the Council of Europe Convention on Action against Trafficking in Human Beings on the part of Albania as a signatory state of the Convention. Some of the data and concerns conveyed by Vatra have been highlighted in this report.

III. MAIN DIRECTIONS OF THE STRATEGIC PLAN

VISION OF THE ORGANIZATION

Working together for a family and society that is inclusive and without violence, exploitation and discrimination.

MISSION OF THE ORGANIZATION

“Vatra” Psycho-Social Center works for the prevention of human trafficking, domestic and gender- based violence, protection of victims of these phenomena in Albania, and their socio-economic empowerment through information, education, advocacy, residential and community services.

ATTRIBUTES OF THE ORGANIZATION

- ✓ Humanism: Patience, serenity, peace, and harmony with people.
- ✓ Sensitivity: We treat every person with respect and dignity.
- ✓ Professionalism: We provide competitive expertise in our areas of activity.
- ✓ Responsibility: We make an effective use of human and financial resources trusted on us.
- ✓ Dedication: We have a staff that is not only competent but also dedicated to our mission.
- ✓ Cooperation: We work in partnership at national and international level.
- ✓ Risk-taking: We dare to challenge the reality and initiate the change.
- ✓ Tolerance: We listen and accept without discriminating.
- ✓ Integrity: We are trusted, transparent, serious, and honest.
- ✓ Voluntarism: We do voluntary work and encourage voluntarism.
- ✓ Effectiveness: We provide quality services that are oriented toward beneficiaries' needs.

Critical Issues and General Strategies

How to maintain a staff that is professional and dedicated to the implementation of the strategic plan?

“Vatra” Psycho Social Center has provided quality services to its beneficiaries thanks to the professionalism and dedication of its staff. In order to successfully implement the next Strategic Plan, “Vatra” will use the following general strategies:

- Make use of innovative methods to continuously motivate the staff;
- Professional training for the staff, organized in the workplace, using the internal capacities of the organization;
- Involvement of staff in trainings organized by third parties;
- Exchange of experience with partner organizations inside and outside the country (study visits, participation in conferences, etc.).
- Engaging specialized and experienced staff, as experts (trainers/training modules, conducting studies, mentoring, etc.) in the field of anti-trafficking and gender-based violence, invited by organizations, institutions, national and international partners.

How to ensure the ongoing effective collaboration and team work for the implementation of the organization activities?

“Vatra” has a positive experience in organizing and coordinating the activities of organizational working groups in order to achieve the common goals and objectives. In the future, it will use the following strategies to maintain this positive trend:

- The organizational leadership encourages generation of new ideas;
- Make a clear division of roles and responsibilities of team members;
- Flexibility in accordance with internal situations;
- Periodical staff meetings for information sharing, discussion of concerns, decision- making, and problem solving.

How to have a programmatic sustainability and good image in the community?

“Vatra” has a long-standing experience in the fight against human trafficking and domestic and gender- based violence. Over the years, the staff has increased its expertise regarding the provision of quality services and implementation of activities; partnerships with other local, national, and international organizations and institutions have been established and expanded; the geographical coverage of its services has increased and the visibility of the organization in Albania and abroad has increased.

- Vatra continuously provides quality services;
- Vatra widens its service spectrum (legal clinic for the marginalized groups, counselling for perpetrators--men and boys);
- Conduct advocacy and lobbying;
- Identify new ideas and actions to promote the organization and its activity.

How to deal with professional and physical burnout of the staff?

Vatra’s staff experiences psychological and physical overload that is ongoing due to the nature of their work. Vatra’s management takes into consideration the staff professional burnout and stress caused by heavy work. However, there are deficiencies in organization’s policies and procedures relating to professional burnout and stress management. Strategies to address this issue include:

- Revise periodically the staff members’ workload;
- Physical and emotional health care of the staff (during the period of the Covid-19 Pandemic, meetings will to be conducted online; the organization assists the staff with special health support, as the case may be, following the Health Protection Protocols etc.)
- Conduct periodical professional and personal supervision of staff members;
- Organize stress relief activities

How to ensure Vatra’s financial sustainability

Vatra’s staff has made continuous efforts to ensure the financial sustainability of the organization through the support of national and international donors. During 2021, Vatra’s projects were supported by PORTICUS, AWEN, U.S Embassy, CIES ONLUS, UNVTF, GIZ, UNWOMEN, Ministry of Health and Social Protection (through Vlora Regional Council and Municipality), Vlora Municipality, UNICEF (with U.K Embassy funds), Child10. Vatra will continue to identify and raise funds from new donors that support the cause of the organization. Strategies to ensure the financial sustainability in the future include:

- Attract the interest of current and potential donors through organization of different events (conferences, forums, workshops, information sessions, etc.);
- Establish a database on potential donors that focus on areas that are Vatra’s areas of priority;
- Assign one representative to follow calls for proposals of different donors;
- Increase the visibility of the organization aiming to attract donors’.

IV. Goals, objectives, and main activities

A. PROGRAMS

Main programs of “Vatra” will include:

- (1) Information and education;
- (2) Residential, community and social services;
- (3) Coordination and Capacity building of state structures and NGOs;
- (4) Advocacy and lobbying.

Goals, objectives, and main activities of respective programs are presented in the following tables.

1	INFORMATION AND EDUCATION		
	<p>Goal: Preventing human trafficking, sexual abuse, domestic violence and gender-based violence</p> <p>Indicator: Number of cases referred by the community and institutions to benefit from Vatra’s services, at least 250 on average, 150 of which self-referred.</p>		
No	Specific Objectives		Activities
1. 1	<p>Increasing community information and awareness on human trafficking, domestic and gender-based violence as well as services for victims.</p> <p>Indicator: Number of people becoming aware on trafficking issues, gender-based violence and respective services: on average 950 people/year.</p>	1.1	Develop a service map for human trafficking and gender-based violence and disseminate it in the community
		1.2	Conduct informative sessions for women, girls, parents, students and pupils regarding domestic violence, human trafficking and existing services for victims of these phenomena
		1.3	Establish information corners at Courts and other institutions
		1.4	Organize forums with students and other groups of interest
		1.5	Establish and train support groups of youth in schools (trained groups will inform their peers and refer cases for protection)
		1.6	Exhibitions with paintings and other handicrafts of youth and beneficiaries, assisted by Vatra Centre
		1.7	Drafting, publication and dissemination of informative material such as leaflets, brochures, posters etc.
		1.8	Informative meetings with the community in rural and urban areas
		1.9	Organize public marches and peaceful protests with the participation of institutions, NGOs, community and other partners

		1.10	Prepare and transmit sensitizing spots and messages on TV, radio and social media
		1.11	Publish and disseminate sensitizing and awareness raising messages through social media
		1.12	Organize meetings/discussion and informative tables with institutions responsible in the fight against human trafficking and violence (RATC/LMAV)
1.2	<p>Increasing Vatra's support for the disadvantaged groups and mediation for services in the responsible institutions.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> • Number of cases supported directly by "Vatra", 20/year on average. • Number of cases supported by "Vatra" through mediation: 30/year on average (women, girls, men, and boys). 	1.2.1	Conduct outreach work to identify cases and refer them to Vatra or Social Services according to the case
		1.2.2	Provide direct services for people with special needs (psychological and legal services as well as mediation to Social Services)
		1.2.3	Provide direct support for people in need (material support, financial support for food, clothes, medication, medical visits, court fees, identification documents etc.)
1.3	<p>Increasing support for men and boys perpetrators as well as children in conflict with the law</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> • At least 20 men and boys perpetrators in a year supported with psychological services • At least 15 children in conflict with the law supported every year with psychological and social services 	1.3.1	Psychological services for all cases of men and boys perpetrators referred by the Court, Probation Service or self-referred
		1.3.2	Referral and mediation for men and boys perpetrators for services such as: vocational training, employment, economic assistance etc.
		1.3.2	Psychological services for children in conflict with the law referred by the Police, Probation Service and Court
		1.3.3	Mediation to benefit from social services of children in conflict with the law such as: re-registration in the educational system, vocational training, employment (in accordance with the legislation) etc.

2	RESIDENTIAL, COMMUNITY AND SOCIAL SERVICES		
Goal: Reintegration of victims of trafficking, victims of domestic and gender-based violence			
Indicators: Number of victims of trafficking and victims of domestic and gender-based violence reintegrated: 65% of assisted cases show sustainability during the reintegration process			
No.	Specific Objectives		Activities
2.1	<p>Strengthening the social position of victims of trafficking, victims of domestic and gender-based violence.</p> <p>Indicators:</p> <ul style="list-style-type: none"> Number of cases included in the program of assistance for rehabilitation and reintegration: 90 % of referred and self-referred cases are included in the rehabilitation and reintegration program. Number of re-trafficked cases or cases of violence: 90% of the cases, former victims/potential victims of trafficking 	2.1.1	Continuity of proactive identification work of victims/potential victims of trafficking through mobile units set up in Vlora, Berat, Durres, Dibra)
		2.1.2	Conduct the initial identification of potential victims of trafficking and inform them about the formal identification by responsible structures
		2.1.3	Interview cases referred by responsible institutions, mobile units and NGOs as well as self-referred cases of VoT/PVoT and information regarding their rights and Vatra's services
		2.1.4	Interview victims of violence and gender-based violence referred or self-referred and information regarding their rights and services
		2.1.4	Assess the needs of the cases and develop an assistance plan by the multidisciplinary group
		1.1.5	Address basic needs for the cases referred in the shelter such as: accommodation, safety, food, hygiene, clothes, and health care
		2.1.6	Provide psychological assistance and counselling
		2.1.7	Provide support for victims and their children regarding registration at Civil Registry Office and identification documents
		2.1.8	Functioning of the Legal Clinic
		2.1.9	Provide legal assistance and counselling
		2.1.10	Organize activities aiming at increasing life skills
		2.1.11	Provide medical care for the physical and mental health of cases and refer them to health institutions in accordance with specific health care needs
		2.1.12	Follow the process of school education of victims of trafficking and violence
		2.1.13	Organize socio-cultural activities in and outside the Shelter
		2.1.14	Refer for specific services to other partner organizations
2.1.15	Provide counselling and mediation for victims of trafficking and violence to re-establish contact/family reunion (especially regarding minors)		

		2.1.16	Register cases at Vocational Training Centers and follow the process of vocational training.
		2.1.17	Psycho-social services for children of victims
2.2	Economic empowerment of victims of trafficking and violence. Indicators: <ul style="list-style-type: none"> Number of cases of victims of trafficking and violence that are employed/self-employed: 40 cases/year. Number of cases of victims of trafficking and violence that have benefited financial assistance in accordance with the current legislation: 50 cases in three years 	2.2.1	Provide counselling cycles for employment or self-employment
		2.2.2	Conduct training activities on employment/internships at business enterprises
		2.2.3	Mediate for employment/self-employment
		2.2.4	Provide support for business startup (training, business startup, improve existing business) and monitor their progress (up to three years).
		2.2.5	Mediate for the financial assistance in accordance with the victims' special status
2.3	Ensure victims' sustainability regarding independent or family life. Indicators: <ul style="list-style-type: none"> Number of cases that continue living independently, in rented apartments, after the program support: at least 10 cases of victims/potential victims of trafficking in three years Number of cases that benefit from the municipality housing or special bonus scheme in accordance with the legislation in force: at least 5 cases, victims of trafficking and violence/year 	2.3.1	Provide support for housing in rented apartments (paid by the program)
		2.3.2	Mediate at local government to include cases in the social housing scheme
		2.3.3	Provide counselling and support for family members of victims of trafficking and violence
		2.3.4	Conduct long-term monitoring and follow up of the cases' progress during their participation in the program
		2.3.5	Inform beneficiaries about the map of existing services in the community
		2.3.6	Provide economic assistance/support (food packages, etc.)

3	CAPACITY BUILDING OF STATE INSTITUTIONS AND NGOs		
<p>Goal: Effective protection for victims of trafficking and violence and their children by institutions and NGOs that work in this field.</p> <p>Indicators: Number of people who benefit from services provided in cooperation with local institutions and NGOs: 600 cases in three years</p>			
No.	Specific Objectives		Activities
3.1	<p>Increasing professional skills of the staff of institutions and NGOs working against trafficking and violence to properly implement the national legislation and policies.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Number of cases assisted with respective services by responsible institutions and NGOs in accordance with the policies and legislation in force: at least 200 cases/year 	<p>3.1.1</p> <p>3.1.2</p> <p>3.1.3</p> <p>3.1.4</p> <p>3.1.5</p>	<p>Conduct trainings with members of Regional Anti-Trafficking Committee, Local Mechanism Against Domestic Violence and prevention mechanisms</p> <p>Conduct trainings/ workshops with state institutions employees working in anti-trafficking and against violence (teachers, psychologists, social workers, health workers, police, prosecutors, staff of administrative units, etc.).</p> <p>Cooperate with anti-trafficking and anti-violence actors at local and central level to prevent trafficking and violence</p> <p>Conduct training activities with prosecutors, officers of judiciary police, and police officers on Penal Code and Penal Procedure Code</p> <p>Provide direct assistance for state employees during the identification of cases</p>
3.2	<p>Improving coordination of local institutions in the work with victims of human trafficking and gender-based violence</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Number of cases with specific problems treated and addressed in anti-trafficking multi-disciplinary groups as well as against violence and in protection of children: at least 20 cases/year 	<p>3.2.1</p> <p>3.2.2</p> <p>3.2.3</p> <p>3.2.4</p> <p>3.2.5</p> <p>3.2.6</p> <p>3.2.7</p>	<p>Organize meetings and maintain ongoing communication with leaders of Regional Anti-Trafficking Committee in order to realize periodical meetings of the Committee and Technical Anti-Trafficking Table</p> <p>Encourage and organize direct meetings with leaders of institutions and members of Technical Anti-Trafficking Table and Local Mechanism Against Domestic Violence</p> <p>Direct meetings with directors in institutions members of TATT and LMAV</p> <p>Coordination of joint activities with local and national institutions and NGOs in the fight against trafficking, gender-based violence and domestic violence</p> <p>Direct meetings in institutions for resolving concrete cases respecting the legislation and duties of each institution</p> <p>Exchange of experiences between members of local and national/international mechanisms</p> <p>Promoting the work of collaborators through various forms such as certificates of appreciation, writing articles in newspapers and social media</p>

4	LOBBYING AND ADVOCACY		
<p>Goal: Protecting the rights of victims of trafficking, domestic violence and gender-based violence</p> <p><u>Indicators:</u> Number of quality services provided according to the needs and situation of the beneficiaries and their rights deriving from national and international legislation: at least 15 services</p>			
No.	Specific Objectives		Main Activities
4.1	<p>Improve legal anti-trafficking and anti-violence mechanisms through involvement in national and international advocacy initiatives.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> • Number of laws, bylaws, national policies, improved decisions: at least 5 legal documents; • Number of recommendations included in international reports: at least 5 recommendations 	4.1.1	Meetings with local government leaders in order to improve local social policies in support of victims of trafficking and violence (gender budgeting, social housing)
		4.1.2	Contributing to the drafting/improvement of laws, strategies, DCMs, in the field of anti-trafficking and violence (Criminal Procedure Code, Law on Legal Aid, Strategies/National Action Plans on Trafficking and Domestic Violence, strategy for legal education)
		4.1.3	Public reactions to advocacy activities such as protests, petitions, marches and public activities for the protection of beneficiaries' rights (in the framework of international days, in cases of violation of the rights of women, children, etc.
		4.1.4	Contributions and Inputs to the U.S Department of State Annual Trafficking in Human Beings Report, European Commission Progress Report
		4.1.5	Active participation in periodic meetings of the Task Force, the National Referral Mechanism and the Responsible Authority in order to change the attitude of law enforcement institutions in protecting the rights of victims
		4.1.6	Participation in consultative meetings at the EC, in Tirana and Brussels
		4.1.7	Participation in national and international activities

		4.1.8	Meetings with local government leaders in order to improve local social policies in support of victims of trafficking and violence (gender budgeting, social housing)
		4.1.9	Study on services for victims of trafficking in Albania
		4.1.10	Study on the compliance of National Anti-Trafficking legislation with EU directives
		4.1.11	Study on services for victims of gender-based violence in Albania
4.2	Specific Objectives	Main Activities	
	<p>Strengthening cooperation with networks in which "Vatra" is part and its involvement in other national and international networks for the protection of victims' rights</p> <p>Indicator:</p> <ul style="list-style-type: none"> Number of initiatives for the change of legal and social policy pursued by networks and coalitions: at least 4 	4.2.1	Identify and establish a database of networks active in the fight against trafficking and violence, in the country and abroad
		4.2.2	Organization of and active participation in meetings, networking meetings in which Vatra is part
		4.2.3	Contribution with concrete inputs and recommendations in initiatives undertaken by coalitions in which Vatra is member.
		4.2.4	Contribution to the effective functioning of NCATS, AWEN, NETZKRAFT, JAC, ARIADNE, ENPATES, End Slavery Now etc.
		4.2.5	Participation in public reactions of networks and coalitions Vatra is member in defense of the rights of victims
		4.2.6	Contribution in the framework of networks/coalitions to legal and social policy improvements at the Parliament, senior central institutions, senior international institutions

B. ORGANIZATIONAL MANAGEMENT

Organizational Management includes: staff and benefits; resource development, board of directors; planning and evaluation; offices and equipment; public relations; infrastructure; networks and partnerships.

	Goals	Objectives and activities
1. Staff and benefits	Maintaining a professional and motivated staff	1.1. Continuous increase of capacities of Vatra's staff according to the respective profile: <ul style="list-style-type: none"> o Trainings for the staff of "Vatra" Psycho-Social Center (by Vatra's and external experts) in accordance with specific needs o Participation in trainings organized by national and international organizations 1.2. Adopting effective alternatives to decrease staff workload: <ul style="list-style-type: none"> o Periodic evaluation of staff performance and workload o Reward financially/materially staff members for the good work o Supervision of staff by a professional psychologist
2. Resource development	Diversify financial resources to ensure the viability of the organization	2.1. Covering by 25% the cost of services from state institutions and other NGOs (cash and in kind): <ul style="list-style-type: none"> o Renew existing cooperation agreements with state institutions and NGOs regarding free of charge services. o Updating the database on potential donors, inside and outside the country, that finance programs within the focus of "Vatra" 2.2. Adopting innovative fundraising alternatives for the organization: <ul style="list-style-type: none"> o Staff members provide paid expertise on trafficking and violence for other institutions o Publish Vatra's account number on the internet page in order to attract donors o Organize different activities to increase Vatra's visibility and fundraising o Establish cooperation with potential business companies that might support "Vatra".
3. Directing Board	Maintaining a board with members who are credible and active for the achievement of the mission	3.1. Effective functioning of Vatra's Board: <ul style="list-style-type: none"> o Identify new board members (according to the timelines established in the Statute) with social credibility and influence o Update and upgrade of board membership based on the Statute of the organization o Find effective ways for the motivation of board members 3.2. Increasing board influence in finding fundraising alternatives <ul style="list-style-type: none"> o Board members represent the Centre in national and international activities o Continuous information of board members in the organization's activities and fundraising initiatives

<p>4. Planning and evaluation</p>	<p>Improving the planning and evaluation of organizational achievements and results</p>	<p>4.1. Ensuring the continuity in developing realistic strategic plans:</p> <ul style="list-style-type: none"> ○ Identify continuously the needs of target groups ○ Establish a system for the development of strategic plans in a periodical, effective and efficient way ○ Identify success stories and lessons learned upon completion of each strategic plan <p>4.2. Ensuring the continuity in annual activity and budget planning:</p> <ul style="list-style-type: none"> ○ Develop annual, biannual, quarterly and monthly plans for the implementation of the Strategic Plan ○ Review continuously short-term plans to respond to changes in the environment <p>4.3. Improving the organization's monitoring and evaluation process:</p> <ul style="list-style-type: none"> ○ Revise current policies and procedures on internal monitoring and evaluation ○ Audit the organization's activity in accordance with legal requirements
<p>5. Public relations</p>	<p>Increasing the organization's image at national and international level</p>	<p>5.1 Increasing the visibility of Vatra Centre</p> <ul style="list-style-type: none"> ○ Participate in the development and implementation of the social policies and national legislation ○ Organize events with the participation of local, national and international institutions ○ Organize trainings to increase the capacity of state institutions and NGOs in the field of trafficking and violence <p>5.2 Improving the publication of Vatra Centre</p> <ul style="list-style-type: none"> ○ Publish Narrative and Financial Annual Reports (in hard copy as well as electronically) ○ Publish on the internet page reports of internal and external financial and administrative audits ○ Publish best practices on services provided for target groups of Vatra Centre ○ Update continuously the webpage and social media accounts

6 Infrastructure	Effective use of the organization's office space and equipment	<p>6.1 Improving the organizational infrastructure in order to create optional working conditions:</p> <ul style="list-style-type: none"> ○ Conduct periodical controls and maintain office space and equipment ○ Purchase equipment according to the staff needs to provide quality services <p>6.2 Generating income from the use of Vatra's assets</p> <ul style="list-style-type: none"> ○ Rent organization's assets to other parties ○ Rent laundry equipment to other parties
7 Networks and partnerships	"Vatra" is an active member in all existing and potential networks	<p>7.1 Increasing the effectiveness of "Vatra" in networks it is part:</p> <ul style="list-style-type: none"> ○ Establish an archive of best practices of current network member organizations ○ Establish a culture of reciprocal communication with members of current networks <p>Increasing the contribution of "Vatra" for the effective functioning of NCATS, AWEN, JAC, WAVE, RENATE, URAT, NETZKRAFT MOVEMENT, END SLAVERY NOW etc.</p> <ul style="list-style-type: none"> ○ Participate regularly and actively in periodical meetings of NCATS ○ Prepare quality and realistic presentations on anti-trafficking and fight against violence for the networks Vatra is member <p>7.2 Increasing the participation of Vatra in other networks in the framework of achieving its mission:</p> <ul style="list-style-type: none"> ○ Identify potential networks focusing on anti-trafficking and fight against violence ○ Follow national and international activities in Albania and abroad

V.RISKS AND ASSUMPTIONS

Probability-P (1=rarely; 2=somewhat; 3=average; 4=often; 5=very often);

Risk-R (1=low; 2=somewhat; 3=average; 4=high; 5=very high)

Risk	P	R	Assumptions/Measures
<p>Changes of staff in state structures and replacement of trained staff with untrained ones. Upon change of the majority but also during the same mandate, often there are changes in staff. New staff, though might be within the profile, have limited knowledge and skills relating to national policies and legislation and the way they should be implemented. Therefore, it is necessary to reinvest in capacity building of these employees.</p>	4	3	<p>Advocacy for raising the awareness of central structures on the importance of staff capacity building at local level</p> <p>Renewal of cooperation agreements with state structures at local and central level</p> <p>Capacity building trainings</p>
<p>Probability of diluting work of existing networks. This risk might happen due to the limited financial possibilities of both networks and member organizations in order to ensure sustainability. In Albania NGOs and networks rely on donors' funds and not on Albanian state funds.</p> <p>There is a lack of cooperation between civil society organizations to set up and strengthen new networks. Such a risk may become evident due to the competition of existing networks towards new networks.</p>	2	2	<p>Raise funds to strengthen networks "Vatra" is part, as well as to establish new networks</p> <p>Encouraging joint activities at network and organizational level</p>
<p>Impact of COVID-19 pandemic on the health of Vatra's staff and beneficiaries</p>			<p>Strict implementation of the protocol approved by MHSP for the protection from COVID 19.</p> <p>Re-introduction into the program of former VoT/ PVoT and victims of violence when dealing with the consequences of COVID-19: (unemployment, infection caused by COVID 19 etc.)</p> <p>Assistance for the staff in managing the costs of medications in cases of infection caused by COVID-19</p>
<p>Resign by the part of experienced and expert staff of the organization. Vatra's experience suggests that there is a demand by the international and state</p>	2	1	<p>Training new staff using internal and external expertise</p>

<p>organizations for experienced staff. Staff members might use this opportunity to continue with their professional career</p>			
<p>Risk of financial sustainability. The organization's budget has been covered by national and international donor's funds. These funds have covered 70% of the services and activity costs. Taking into consideration that the donors' priorities change (in terms of the field and country) according to their policies, there is a risk that funding of organization's activity is terminated</p>	3	3	<p>Lobbying at Albanian government to ensure its support regarding funding of services according to current legislation; Advocating for law on NGO funds;</p> <p>Applying at the Agency for the Management of Sequestered and Seized Properties to cover costs of residential services for Victims of Trafficking;</p> <p>Finding potential donors in Albania and abroad based on Vatra's visibility, help of current donors, international networks, etc.</p> <p>Conducting awareness campaigns for business about the importance of funding for social services</p>

VI. ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT

	Strengths	Weaknesses
Internal environment	<ol style="list-style-type: none"> 1. Humanism 2. Professionalism 3. Expertise 4. Dedicated staff 5. Qualified staff 6. Member of local and national mechanisms for the protection of victims of trafficking 7. Multidisciplinary services 8. The only organization in Southern Albania working in the protections of victims of trafficking and violence 9. Cooperation/team work 10. 20-year experience 11. Sustainable funding 12. Logistics (accessibility, infrastructure) 13. Established and functional cooperation with NGOs and state institutions 14. Recruitment policies regarding new professionals 15. Good and stable reputation towards donors 16. Positive image at national and international level 17. High visibility; 18. Written and updated policies and procedures 	<ol style="list-style-type: none"> 1. Staff burnout 2. Ownership (rented office) 3. Limited office space 4. Lack of supervision of permanent staff

Opportunities	Threats
<ol style="list-style-type: none"> 1. Partnerships with local, national institutions and NGOs 2. National Strategies and Action Plans on the fight against trafficking and gender-based violence 3. Current networks and coalitions (NCATS, AWEN, JAC, WAVE, RENATE, URAT, NETZKRAFT etc.) 4. Donors that have priorities in accordance with organization’s mission 5. External expertise on capacity building 6. Legislation – national and local policies in support of the organization’s target groups 7. Community needs related to organization’s services 8. Increased attention of local government regarding social policies 9. Competition 10. Media 	<ol style="list-style-type: none"> 1. Fiscal policies that do not facilitate NGOs’ economic activity 2. Threats by perpetrators and traffickers 3. Non-implementation of the legislation against trafficking and violence 4. Non-compliance with cooperation agreements 5. Limited number of donors/donors change their priorities 6. Competition with other organizations 7. Community prejudice towards NGOs 8. Unprofessional media 9. Pandemic – Covid-19