

ANTI-TRAFFICKING ALLIANCE
Campaign to tackle demand
2006-2010
PROGRAMME EVALUATION

Report submitted to

Anti-Trafficking Alliance

by

Macarena Vergara & Kim Donahue

242b Shirland Road
London W9 3JF

Macarena Vergara: macarenavergara2010@gmail.com / 07757 234 366

Kim Donahue: kim.donahue@urbaninclusion.co.uk / 07792 852 611

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Name of external evaluators

Kim Donahue and Macarena Vergara

Summary of methodology

- Inception period from 28 April: initial meetings for the discussion and agreement on scope of evaluation; collection of background documents; arrangement of interview dates with stakeholders
- Review of background documents
- Consolidation of stakeholder interview guides
- Preparation of focus group: announcement, recruitment and organisation
- Stakeholder engagement throughout May 2010: interviews and focus group
- Analysis of information, including online statistics
- Preparation of report

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EXECUTIVE SUMMARY

This report is the result of the external evaluation of Anti-Trafficking Alliance's (ATA) programme, set-up and functioning as an organisation, as required in the terms of reference for the call for proposals of February 2010. The consultants set out to evaluate the impact and effectiveness of ATA's new media campaign, its awareness-raising and advocacy strategies, and the overall organisational operations since its registration in 2006. The research strategy was mainly qualitative in nature, having engaged stakeholders through interviews and a focus group discussion to test ATA's online campaigning tools.

The main conclusion of this evaluation is that, despite being a small organisation with scarce resources (total reported income up to the last financial year £26,073), no paid staff or office space, it is commendable how much ATA has achieved to date. The small group of voluntary board members, aided by around 35 volunteers at peak times, have dedicated enormous amounts of time, energy and skills to the organisation but it appears that this level of commitment and willingness to participate and lead the organisation is declining. Having carved a niche for itself within the anti-trafficking sector by boldly choosing to focus on demand reduction (targeting young men) and the creative use of new media, the organisation and its programme, its purpose and focus have evolved organically and subject to considerable constraints.

One of ATA's key strengths is its innovative use of modern technology and social media. Its main achievements have been the cost-effective development of a certain online presence, and specifically the production of a short film and an online game, which are generally regarded as unique and with promise. ATA's official website has had 6,636 visits in the three years since June 2007, the Facebook page has 158 to date (July 15), and the Youtube page for the film has had 395 views to date (July 15). The game website had 70,452 visits by May 30 2010. Therefore, ATA has surpassed its target of reaching 5,000 young men by June 2010, which shows the effectiveness of its online advertisement strategy. The film website received 698 visits by May 30 2010, the video page being the top content of the site. The film, however, was promoted mostly through traditional communications and outreach efforts stepped up in December 2009 (print flyers and sending of web links), through printed media and a presence in music festivals, which brings about a potential reach of more than 100,000 people since its launch, and potentially another 250,000 if the MET Police expand their anti violence training to the armed forces, using ATA's film. Seventy-two police officers have to date been shown the film in training, and 350 copies of the film have been ordered by the MET Police Vice Squad to date.

The donor and some interviewees considered the game original and innovative. However, the film appears to be the better investment of the two, given the feedback on its quality and impact provided by institutions using the film and the focus group participants (online viewers engage comparatively longer with the film, and it appears to be a more effective tool to inspire, motivate and get men to think about the topic and potentially change behaviours). The online game would need more work done to it in a second version to be more effective and ATA would need to be more realistic of what is possible with a limited budget, even going as far as revising the principle of a game being an adequate means to getting the message across to ATA's target group. The message of the short film continues to have validity as the issues continue to exist. It is an impressive product that should be promoted with renewed focus.

However their viral potential was questioned by a sample of the target group (the focus group participants) and ATA would need to revise its promotion strategies taking these views into account: the game would have to be reworked to stimulate online peer sharing, and with regards to the film, its impact could potentially be stronger with a captive audience as part of a broader social campaign.

ATA has not been strategic in the development of its campaign, its stakeholder communications or its lobbying activities with government. The organisation has not been proactive in approaching the anti-trafficking sector, remaining inward facing for the most part, and there are potential missed opportunities that a resource-constrained organisation should not forgo. The organisation has

developed a number of policies, has had a successful track record in fundraising and has developed incipient brand awareness externally.

The key challenges for ATA as an organisation relate to capacity and sustainability and could be described in its essence as a lack of people, lack of energy and lack of money. Many small organisations who start with a small group of founders face similar crises. ATA currently finds itself at a turning point, having to make critical decisions about the way forward: its future direction (whether to close down, to merge, to maintain a skeleton presence or to grow), the consolidation of its organisational set-up, the potential recruitment or replacement of the board of trustees, its opportunities for income generation. ATA lacks the capacity to sustain itself from both a governance and income generation perspective as it stands. This lack of capacity has impacted the organisation: no further fundraising is taking place, there is no capacity to engage and manage volunteers and the board of trustees has taken few steps to recruit new members or replace itself.

There are a number of potential opportunities open to the organisation if it decides to go forward. These opportunities have resource implications, but if ATA chooses to maintain itself or grow, they could provide the inspiration for funding, recruitment of trustees or volunteers. Relationships developed at regional public sector level, for example with the MET Police, have been mutually rewarding. The Olympics in 2012 offer another opportunity to articulate ATA's experience and campaign tools into the joint work of public and voluntary sector for prevention of sex trafficking. Other organisations in the sector are also beginning to move towards the demand side of the issue, and ATA has accumulated expertise, knowledge and experience that could serve the sector.

IMPACT OF THE ATA PROGRAMME

DESCRIPTION OF PROGRAMME AND ORGANISATION

The Anti-Trafficking Alliance (ATA) registered as a charity in London in 2006. ATA works to 'prevent, tackle and eliminate forced abduction and trafficking into sexual slavery' of women and girls. It focuses its efforts on challenging a cultural acceptance of prostitution and raising awareness of the link between prostitution and sex trafficking amongst its target audience – young men (18-30 years old) – on the premise that the reduction in demand for paid sex will ultimately lead to a reduction in trafficked women and girls. ATA's geographical remit is currently London and the UK. ATA's areas of work are media, programmes and advocacy. Since its inception, ATA has produced online content and campaigning tools as part of its digital and new media campaign, alongside the development of traditional communications tools; participated in university panels and organised awareness-raising and fundraising events in London; developed institutional relationships at local/regional level, carried out policy analyses and provided support grants to small organisations in Nepal and Russia.

RELEVANCE OF CAMPAIGN IN RELATION TO PROGRAMME OBJECTIVES

The evolution of ATA's programme, like the organisation, has been organic and learning-based. In the initial stages, ATA's objectives included support to and empowerment of survivors through partnering with NGOs in geographical areas linked to sourcing of trafficked women. Some ATA trustees had contacts with specific organisations abroad, and ATA intended to support them in capacity building, fundraising and fostering networks (in Nepal, the Caucasus, Peru, Mexico, Thailand, Burma, UK and France). Research was also part of the organisation's initial mandate.

However, after a while the breadth of objectives proved too ambitious and unrealistic. The group of trustees lacked the sufficient capacity to pursue all objectives set, as they were dedicated to the administrative tasks of setting up as an organisation. Also, they had difficulties in obtaining up to date knowledge of the context of source countries given their lack of local presence and limited partner relations. The internal logic had to change to properly meet the objectives, and for these to be coherent with existent capacity. The "supply" side was dropped, and the research angle was left informal, in line with the organisation's information needs.

The use of media became a major opportunity, and the scope for empowerment of survivors necessarily decreased for us to focus on impacting demand. We also had no capacity for partnerships as we had envisaged them from the beginning (interviewee)

The messages and focus of the campaign evolved according to the evolution of programme objectives. A strategic assessment of the organisation's capacities in 2007 by trustees and volunteers honed in on the "demand" angle in the UK (young men), awareness-raising and media as the way forward for ATA, and funding opportunities also helped streamline areas of work. From 2008 onwards ATA became more outward facing, coinciding with the internal process of adopting a stance on the subject of prostitution.

Resources (volunteers and consultants) have been brought in to the organisation's work as the programme evolved. Considering capacity constraints, ATA has done what was realistically needed to push the programme forward. The campaign has evolved by sourcing the specific skills required at specific times.

RELEVANCE OF CAMPAIGN IN RELATION TO OTHER EXISTING UK ANTI-TRAFFICKING INITIATIVES

The programme work of ATA has filled a gap that has been up to now fairly unique in the anti-trafficking sector. The bulk of the work of other anti-trafficking organisations appears to have

focused on the “supply” side – support to victims – and ATA’s focus on demand responds to a clear need in awareness-raising and ultimately behaviour modification on the part of men. The new media angle of ATA’s work, specifically the development of the film and game, is unique in the sector. Object is very active in direct action for awareness raising and Stop the Traffik focuses mainly on community mapping, local research and training of young people and collaboration with law enforcement. Therefore, there has not appeared to be duplication, and on the contrary, considerable potential complementarity and opportunities for mutual learning. There are potentially interesting lessons to be learned from the now defunct The Truth Isn’t Sexy campaign (targeting demand), and other organisation’s efforts in combating trafficking in the UK and internationally (Amnesty, Anti-Slavery International, Crimestoppers, Poppy, etc.).

This situation is potentially starting to change. Eaves recently published research on the determinants of demand for paid sex in London and is moving towards this side of the issue, to complement its work in victim support. There is the potential for more duplication of work, but also more opportunities for collaboration, and opportunities for a potential merger with one of these organisations, if ATA were to decide to do so.

EFFICIENCY OF PROCESS AND IMPLEMENTATION OF PROGRAMME ACTIVITIES

Development of awareness-raising tools

ATA has done very well in terms of developing awareness-raising tools given the resource and capacity constraints it has had to work with. With regards to the short **film**, this efficiency was demonstrated in the sourcing of people with the right background (film-makers) and story (survivor) through the trustees’ existing contacts and their knowledge of the sector. However, there was an imbalanced resource allocation between production and promotion of the film stemming from donor requirements, resulting in potential missed opportunities from the beginning in publicising the product. Some interviewees expressed the view that the momentum was not properly utilised to maximise impact once the film was released, as the initial screening was potentially low key and did not link from the beginning to existing debates or other events occurring in the sector or in media at the time.

It happens a lot, that there is full awareness of the process of producing a film, but not of promoting it afterwards – filmmakers don’t normally do business plans! Both producers and organisation, we should have thought about it more carefully from the beginning (interviewee)

The promotion of the film did not initially stem from a clear, unified strategy; it has been mostly ad hoc and there has been no systematic follow-up or collection of feedback from those that have disseminated it (festivals, exhibitions): the organisation was unable to secure the necessary funds and human resources to deliver the initial promotion plans as outlined, leading to an initially fragmented campaign.

Since December 2009, however, and following some media training in September, there has been a more concerted and effective effort in widespread promotion on the part of ATA, through the hiring of a consultant to promote ATA as an organisation, its press releases and links to both film and game. Printed flyers were produced; specific websites were created for the film and the game, and the digital media campaign rolled out Internet advertising and created a new Facebook page for the organisation and its tools and messages.

Most interviewees saw the process of making the film as a gratifying experience of co-production between the organisation and the media creatives.

It was a good experience – I had not produced something with a client before. It was mildly convoluted but worked nicely (interviewee)

ATA was very involved in the production process, and the latter sparked internal discussions, which appear to have helped clarify and sharpen the organisational messages and those promoted in the film.

By creating an awareness-raising tool, ATA ended up creating a new approach to anti-trafficking campaigns (interviewee)

The discussions were mostly considered useful as part of ATA's journey of self-definition, although it was also viewed as a difficult process by the production team, given the – to be expected – divergences in the different stakeholders' stances and viewpoints. In spite of there being a single point of contact on the part of ATA for the sign off on all messages and regular meetings, the production team had to learn to navigate divergent positions that were not expressed freely, in their view:

There were considerable tensions in the group, as there were very different points of view with respect to the main issues. We ended up having to meet up with them individually, as they didn't appear to be freely debating amongst themselves. In the group meetings there was a lot of defensiveness and caution towards media people (interviewee)

The process of developing the **game**, on the other hand, appears to have been more straightforward, as the production was mostly outsourced to an external company. ATA spent considerable time, however, conceptualising and designing the game in relation to market research, outlining the key messages to be included, feeding into the look and feel of the game, as well as overseeing its technical development.

Development of awareness-raising activities

Interviewees appeared satisfied with the results of seven **events** organised between 2005 and 2009 – two university panels and five fundraising gigs: 250 and 1,700 people were in attendance in total, respectively; ATA raised more than £8,300 through the music fundraising events, and around 20 volunteers signed up after ATA's launch at SOAS, University of London. ATA made wide publicity efforts, including advertisement on XFM radio – which reaches 800,000 listeners a week in the UK¹ –, Time Out and The Guardian Guide, posters at university and distribution of 11,000 flyers through Don't Panic. However, these awareness-raising activities have been ad hoc, and capacity constraints explain the limitations to develop this strategically as part of the broader campaign.

The messages promoted in these events reflect ATA's aims and approach to the issue. Flyers offer tangible data to give dimension to the issue, establish a clear organisational stance with respect to its approach in awareness raising for demand reduction and the links between sex trafficking and prostitution. ATA uses compelling and powerful messages, with a language appropriate for the target audience:

Sex trafficking is one of the worst human rights abuses existing today. Thousands of women and children are being trafficked each year within and to the EU, with the UK as primary destination. They suffer unspeakable abuses including multiple rapes and physical and psychological abuse.

The Anti-Trafficking Alliance aims to tackle and prevent the forced abduction of people for sexual exploitation around the globe. Human trafficking is the second largest global shadow economy after drugs and arms and affects every continent in the world. Figures estimate that 500,000 women a year are trafficked from poorer regions of the world to Western Europe into a life of violence, slavery and fear.

The organisation's **new media** campaign appears to have evolved organically: the film came in the early stages, and it proved to be an asset, to which more elements were added later. ATA has been very efficient in resource use as expertise and knowledge already exists in-house, so the organisation was able to experiment and also to capitalise on the best tools and cutting edge strategies available. ATA has had an innovative approach to awareness raising in the anti-trafficking sector, as very few other organisations are utilising new media (Stop the Traffik and Object are some examples).

¹ <http://www.thisisglobal.com/radio/xfm/>

The organisation and its products are present in those sites where the target groups are (young men). ATA has utilised the sites that currently have most viral potential, with limited resources. Facebook and Youtube have a large following, for example, and ATA is quite active in the Facebook page, producing content and showcasing events and information to generate interest (39 posts in nine months – an average of around one per week, including announcements of the online game and film). ATA is not present on Twitter, site with enormous viral potential (offering short snippets of information easily repackaged by others), as it would be too time consuming for ATA to have the presence necessary. Some organisations that work in the sector that have a Facebook and Twitter presence are Stop the Traffik (international reach through its associated branches: 57,919 Facebook group adherents and 2,522 Twitter followers), Anti-Slavery International (just 72 Facebook “likes” and 1, 058 Twitter followers) and Object (1,200 Facebook members and 200 Twitter followers according to their 2009 annual report).

Advocacy materials and activities

ATA has mostly been reactive and has had a responsive approach to advocacy, which is reflected in the available materials and initiatives engaged in: there have been some scattered actions, the highlight being the response to the Home Office consultation of 2006.

Advocacy has not been a massive priority for ATA. Initially we didn't give policy much thought. There are now new opportunities that we should look at – the new Government, the Olympics – but we need resources for that (interviewee)

The MP letter campaigns of 2007 and 2010 have not had automatic systems attached to them to track responses and actions taken. ATA has asked respondents to cc the organisation in their emails and has kept a log of media and parliamentary events where ATA is being named. Additional IT measures could be explored in order to make the tracking easier: automatic cc to ATA; use of conversion goals in Google Analytics for tracking the process of completion of writing the letter on the same website – e.g. a thank you page in the website that appears after users have submitted the information in the form; after having clicked on the link to submit the letter (proxy), etc.

ATA has been proactive, on the other hand, in developing relationships with the MET Police and the Greater London Authority (GLA), as it was able to see their long term potential. ATA approached the MET Police's new trafficking unit early on, when it was very open to working with NGOs. The relationship has developed through trustees' presence in police conferences and specific meetings with one of ATA's hired consultants. From the interview the evaluators had with the MET, it appears that they count on ATA as a trusted partner, and ATA is regularly invited to meetings and consultations. Similarly, ATA tapped into the work of the Crime Policy Unit at the GLA in a timely manner, at a time when the GLA is developing its VAW strategy.

Outside the Associated Parliamentary Group (APG) on Human Trafficking, ATA has no real contacts in parliament or government, and no system in place to approach MPs apart from the APG. More resources would be needed to contact all MPs, and ATA would have to gauge whether this is worthwhile as other organisations in the sector might already be doing lobbying work (Anti-Slavery International, Amnesty, Object).

Liaison with external stakeholders

ATA has no overarching **communications** strategy with stated objectives, indicators, roles or follow-up systems to formally track end use, reception or feedback on messages and products. Communication efforts have been ad hoc, but the organisation has made good use of existing informal, personal and professional contacts and encounters, and has taken advantage of available opportunities and channels to promote messages and products. A key step has been to engage a consultant from December 2009 to carry out targeted outreach. It has been an intensive, one-person effort that has enabled ATA to tap into a good range of stakeholders: institutions, journalists and social issues writers, men's media, film/documentary media companies, men's organisations, women's organisations, patrons, MPs, artists, even a women's prison. However it is not necessarily sustainable unless the relationships developed so far continue to be nurtured by the board of trustees in future. Given the existing resources, therefore, ATA's efforts in communications have been considerable and cost-effective.

ATA's general lack of communication with other organisations in the **anti-trafficking sector** (at least until December 2009, when broader and concerted communication efforts started) has led to it working mostly in isolation:

Until Ceri [the consultant] came along, we didn't do much outreach at all with other organisations. Since our media training last year, we have become more outward looking. Initially we were scared of the Sex Workers Union, of taking a stance on prostitution. We had no experience, no authenticity! Now we have more confidence (interviewee)

Some interviewees stressed the challenges of engaging with the sector:

There is a core group of organisations that have been around a long time, work well together and have well defined reputations; and the divergent positions within the sector and around the subject itself can render it difficult, extremely protective and territorial.

The ATA board struggled initially to find its place between radically opposing stances within the sector, and it took time to define its own position with respect to prostitution. However, it was also highlighted by four interviewees that ATA did not actively approach other organisations from the beginning to have the necessary conversations, examine opportunities for joint action and gain the trust of other established actors, prompting a reaction of *"Who do they think they are?"* by some, as was summed up by one interviewee. This process resulted in strained, potentially conflicting relationships with some actors in the sector (specifically Eaves/Poppy), or just lack of interest from others (Object), although ATA did collaborate with Amnesty on trafficking issues around UKCHT and these relations were smooth. There were potentially missed opportunities for collaboration with other sector stakeholders, increasing efficiency and better lines of communication, which are all crucial for a resource-constrained organisation. This is a potential threat to ATA's sustainability.

IMPACT OF PROGRAMME

Impact on reaching target group

The following conclusions have been drawn from an analysis of online statistics (cut-off point May 31 2010) and messages generated in the focus group with the target audience held on May 27 2010 in the framework of this evaluation.

The **game** has great potential, generating considerable initial online interest as seen from the number of clicks on the Soho Game website from May 30 2009 to May 30 2010 (70,452 visits, of which 17,933 were unique – an average of 4 times visited per unique visitor). These figures mean that ATA has surpassed its targets of reaching 5,000 young men by June 2010. Of the total number of visits, 26% came from the UK, and another similar percentage from East Asia (Vietnam, China and Indonesia). The latter could be explained by the advertisement of ATA in MTV Exit Asia's webpage, which has great coverage in that continent and therefore great potential for disseminating anti-trafficking messages. The game went live in July 2009 (initial "soft" launch), but the visits picked up in December 2009 (when ATA launched its broader outreach campaign – the consultant contacted at least 60 stakeholders directly, with some publicising ATA's tools further), peaking in January and the second half of March 2010, which could potentially be explained by targeted advertising on the part of ATA in those dates. Most referrals came from Google Ads and the ATA Facebook page, which shows that the online advertising and announcements worked.

However, the average time spent on the page was five seconds per visit within the reference period – most of the longer visits taking place in December 2009 (8 minutes the longest on average) and comparatively more visits but shorter on the second half of March 2010. It can be said, given the messages that came out of the focus group, that the game does not necessarily have the quality that will sustain the levels of engagement necessary to generate longer-term behaviour change (impact on target group):

I thought it could be quite difficult to navigate your way around sometimes. It is not always so intuitive what to do. And soon the nuts and bolts of clicking to make the guy move could sometimes be frustrating and slow... And it is boring.

The dialogue was surprisingly not preachy... it was alright... but actually playing the game was pretty boring, a little bit slow-paced...Because you have to do so much bouncing between location and location, over and over again...Honestly, if I wasn't playing the game for this, I wouldn't have played through, I would have given it about two minutes, and then gone 'nah'.

Most focus group participants agreed that the pace, length and playability of this first version of the game are not satisfactory. Even though most thought the setting was realistic and the language well pitched, ATA's aim of providing hard information about the realities of sex trafficking in order to make men think twice, raising awareness of the role that men can play in reducing trafficking, does not seem to have been fulfilled with this particular tool as it stands today: most participants pointed to a lack of tension that, in their view, prevented the game from making a serious point for players to learn something from. Most participants felt increasingly disengaged, as they didn't think the game serious enough to make them feel responsible or even sympathetic towards the female character, prompting the question of whether the game is the right way of impacting the target group with a limited budget. In any case, the game was the best referral site for the film website (13% of visits), and the latter website has more detailed information on the issue, which could effectively be providing that hard-hitting information to players to complement the game.

I felt very removed from most of it. But at times you don't, because of the banter and the dialogue... That pulls you in. But I think you do feel removed from the action the further into the game you get, and perhaps it could have been designed differently so that people can continue to relate to it, or relate to it more as it continues on. I felt the opposite as it progressed.

All the scenery and the characters are what you'd see on a rough night out in Soho, really quite realistic and dingy... I think most people could say 'I've been in a pub that rough and that dark'...and then when ridiculous things happen, it almost lessens the impact.

Nothing bad actually happens to her, actually, you hear "we're about to hit her..." and then you see her and she looks beautiful, she looks fine, and you think: "Well, it's not too bad!" You should really feel sorry and empathise with this woman who's been trafficked...but the way the game works out, I don't feel any pangs of guilt for being in there, whilst you should feel really bad in that situation....If you did get to know her a bit more, I think it might give you something.

Participants did not consider that the game can realistically turn viral in its present format, and they made suggestions for its improvement (in annex – Focus group - key messages: inclusion of factual information at points to coax and hook players; include moral dilemma choices for the players; more opportunities to get to know more about the female character; pitch the game to younger teenagers). Other interviewees for this evaluation had similar opinions. One women's organisation in the sector considers the use of sex self-defeating and potentially counterproductive; five other interviewees considered it difficult to play. ATA carried out an online survey linked to the game: 35 male respondents made 23 positive comments (mostly about the fun aspect) and 14 negative comments (slow, difficult, ridiculous) about the game.

The **film**, on the other hand, has not generated as much absolute online interest, as seen from the statistics for the period December 1 2009-May 30 2010: the Behind the Smile website received 698 visits, of which 502 were unique. Of the total number of visits, 468 were for the video page, which shows it is the top content in the site (in second place came the landing page). On average 1.78 pages were viewed in each visit to the site. Trends in visits follow those of the game site, with similar peak times, corresponding to the joint promotion of film and game by ATA in recent months. The game was the best referral site, but the Facebook page did not help disseminate the film as much. It should be noted that no online ads were deployed for the promotion of the film, and online media was not the primary means of distributing the film. Most visitors went directly to the film page, which shows that ATA's print flyers and links to the film website have been effective, in the

framework of the concerted communications campaign launched in December 2009. More than half the visits came from the UK, and 101 from the USA.

Current research shows the potential that online video has with ATA's target demographic²: half of all Internet users watch online video content at least once a week; mostly the younger demographic (18 to 34 year olds), and 85% are men, with short video leading overall consumption. Even though the figures for the film are much lower than those for the game, the average time spent on the film website was 1:51 minutes for the reference period (only 9 people stayed for the length of the video) – it is still too short to watch the whole video, but it is enough time to learn something from its non linear content presentation and also from the contents of the site. So when interest does occur here, people engage longer, and it's a more effective tool to inspire, motivate and get people to think about the topic and potentially change their behaviour, as reflected in the views of the focus group participants:

We can all agree that sex trafficking and prostitution happens. But from my point of view, that's as far as my knowledge goes. And I think the key to stop it from happening is realising there's a story, a family, an experience behind everyone that's involved in it. And I think [the film] brought it home really well.

Before [watching the film] I might have just thought: "it's just about paying for sex". Whilst now, there's another bit in my mind that says: "No, it's more than just that, there's a victim". It's that difference between paying for a product and getting a product and a victim crime, there's 'victimness'. And that's worked for me.

Sex is sold at us in different ways, every day of the week, everywhere we go. And to get a different element, to get a different angle, from someone's perspective, directly from hearing the woman's voice.... Those bits are really important because we don't normally get that in terms of how we perceive the other sex...It is engaging to me to get that, because you don't normally in terms of how women are portrayed and how we are meant to interact with them on a daily basis. It does not include actually understanding how that sex actually exists in the way that we live.

In effect, research has shown that effective sexual health campaigns in these issues show the reality of women's vulnerability, humanising the "victim", forcing the "client" to confront the human and social implications of his actions. Most people interviewed for this evaluation and most focus group participants thought the film was a good, professional product with strong, realistic images, an effective call to action/reflection (four of ten focus group participants stated their knowledge had increased through watching it) and a unique approach of having different voices that struck a cord with the group, as summed up in the following quote:

The weird thing is I listen to him more because he talks like any guy...and with the women I just hear "sex trafficking is bad", and I don't end up taking in the information so much. Whereas when you get this weird, slightly East End gangster talking at you, that hit me a bit harder.

However, as with the game, most participants would not share the film with their peers necessarily (as it would "single out" their friends or seem accusatory towards them – they would share it only if it were an extension to a conversation, linked to a piece of recent news, or if it were especially gruesome, to "convert" those deemed *needing* it), and stressed the notion of 'captive audience' as a way of potentially achieving behaviour change as part of a broader campaign to tackle demand:

This video affected me a lot. But the only reason this video affected me the way it did, is because I was told I was going to be in a discussion: I was going to look at this video, sit down, watch it, think about it. If I was at home, in my own surroundings, it wouldn't have the same effect on me, I would be less inclined to listen, less inclined to react in a certain way. I might not disregard it completely, but not think about it as much... It has to get into your mind from different angles...People still do drugs, so with prostitutes, they are still going to do it.

² Magid Media Futures TM 2010: Online Video. Report by Metacafe and Frank N. Magid Associates 30 June 2010
<http://magid.com/metacafe.pdf>

A captive audience could be sought for example showing the film as a trailer before a film in a cinema (as stressed by the focus group participants and originally suggested by the film production team), or projecting it in a public screen in Soho (as discussed with GLA and MET police): the effect on men will depend on the setting – no distractions or disengagement should be possible, and in that manner men are “forced” to incorporate the contents into their minds.

From a comparison of both game and film, it can be stated that ATA has told a better story to fewer people with the film – with current online advertising efforts and priorities, more will play the game but it is less compelling.

An analysis of statistics related to other ATA sites brought about the following results. The **ATA website** (reference period June 30 2007-May 30 2010) has had 6,636 visits in three years (more than 50% from the UK and USA, with Google and other search engines being the highest comparative source of traffic), with not much repeat traffic (5,155 unique visits), a good average of 4.4 pages viewed per visit and a bounce rate of 44% - 56% of visitors went further than the launch page. The page is up to date, comprehensive and engagingly presented, so further interest could be expected. Conversion goals have not been set for the outset to monitor what people do on the site, and given that, apart from the main page, ‘Get involved’ and ‘Contact us’ were the most seen pages, there is missed potential to track people’s real interests (comments to the organisation, contributions, downloads, requests, what people do in a site).

ATA’s **Facebook page** has 158 ‘likes’ to date (July 15 2010) since it launched in January 2010, mostly women it appears, with considerable networking potential in terms of numbers of friends and further networks from these adherents. ATA are active with the number of varied posts linked to relevant aspects of anti-trafficking – sports, arts, news – and actions taken in the page. There is little active contribution to the page from “fans” outside ATA, however, with four ‘likes’ and one post to date. ATA’s **Youtube page** for the film has had 395 views to date (July 15 2010), mostly from males aged 13 to 17 from English speaking countries. Peaks in viewings were in January 2010 (linked to the announcement of the film on the ATA Facebook page) and March (similar to the film and game websites, as discussed before).

The development of **relationships with specific institutions** could potentially be more impactful than the use of social media, as exemplified by the uptake of the film outside the Internet: The MET Police are using the film in training colleagues: to date 72 men (four groups of 18 men from 26 different police forces) have been targeted – both to sensitise them as law enforcers and also as potential *consumers* – and there are plans to expand on this initial training within the police forces. There is no capacity for evaluation of these trainings yet. The film was also shown in the police conference in 2009. The institution also plans to extend this training to the armed forces, potentially tapping into 250,000 men. Other ideas discussed are showing the film as part of anti-violence training for returned soldiers, and screening the film in Soho, for which funds and permission from the GLA are being sought. In addition, since its official launch the film has been shown in 6 music festivals (four in the UK; two in Holland) throughout 2009, potentially reaching an audience of around 100,000 in the UK alone. A women’s prison has also requested 22 copies of the film to be shown in a sex workers in custody training throughout the women’s custodial estate.

From an analysis of ATA’s **other communication materials** (press releases, websites, flyers, adverts), it can be said that the organisation’s message development is strongest when focused on calling for action (*‘Play the game, watch the video and share these with your friends’, ‘If you are an agency or charity working with men and boys, use these resources in your work’*),, putting the onus on the target group (*‘Stopping sex trafficking depends on you’, ‘If you are a man who is about to sleep with a woman working in prostitution, think twice! She may be trafficked and you could be charged with rape. If you have recently bought sex and suspect that the woman may have been trafficked, report it’*) and communicating in a personal manner. Messages are generally strong and concise, making the “solution” to the issue accessible and clear. The use of real life quotes helps bring life and realism to the information, intensifying the power of the messages:

'It's very rare you can escape from the pimps, very difficult you know. You can't. The days you just have to work, you can't get away from them. You just want to kill yourself' (Albanian survivor of sex trafficking)

'Once she's here the first thing that will happen is she'll get a smack in the face, passport will go, and then typically if you want to break someone you rape them, you rape them a lot. What happens to her when you go? How many more men? How many days? How many weeks? How many years? What happens to her at the end? Does anyone really want to have sex with someone who actually hates you? Who is actually being forced at the threat of serious violence to her and her family to do that? I can't see anyone wanting to do that if they knew about it' (Richard Bartman, Human Rights Lawyer)

Similarly, the use of terms like *slavery* and the clear linking of prostitution and sex trafficking are bold and powerful:

SLAVERY HAS NOT BEEN ABOLISHED – IT'S HERE IN LONDON TODAY. YOU CAN HELP END IT ONCE AND FOR ALL

5000 WOMEN AND GIRLS TRAFFICKED EVERY YEAR INTO PROSTITUTION IN THE UK – MORE THAN 100 EVERY WEEK

Impact on disseminating key anti-trafficking messages

ATA has achieved a considerable amount given its capacity limitations. It is early to gauge the true impact of ATA's recent **communication efforts**, but from a study of the contacts log and specific conversations with different stakeholders, it can be said that the use and further dissemination of ATA tools and messages by others has been hit and miss. Some stakeholders contacted have picked up the messages but most have not responded or have not necessarily done much with the materials (or have promised but, as the evaluators experienced, needed prompting to act upon it – in particular the two other organisations specifically working in the anti trafficking sector spoken to). Again, this dissemination has not been strategic enough, as it has not been based on a communications strategy with specific objectives, expected outputs/outcomes, targets and indicators, a system for monitoring and follow-up, feedback mechanisms and differing strategies to tap into different audiences, with scope for partnership development to increase sustainability. There have been some good responses from the GLA, the MET Police, some film companies, friendly MPs and one men's organisation, and some positive feedback from women's organisations, although most of the latter don't deal with demand and wouldn't necessarily use the resources.

As highlighted earlier, the MET Police are the best lead to date in terms of dissemination of ATA's messages: 350 copies have been ordered from ATA so far by the Vice Squad. They have promised further dissemination through trainings internally and with the armed forces, and conversations are in place about the potential translation of the film to be sent to host countries. The men's organisation that responded positively at the outset does not have the resources or the capacity to disseminate ATA's products and has not used the film and the jointly developed Q&A.

Capacity constraints have prevented systematic outreach and follow-up of contacts in a more proactive and personalised way on the part of the board of trustees, and have also prevented an organised, efficient monitoring of and reacting to the outcome of these communication efforts owned by the organisation, beyond the work of the consultant hired to carry out the outreach efforts since December 2009. There are potential missed opportunities of capitalising on these relationships in a timely and effective manner, or of clarifying whether apparent leads are worth pursuing or not. ATA could be having more impact in disseminating its anti-trafficking messages than it currently has, or be directing its efforts more strategically if more time was spent having potentially mutually beneficial conversations with other stakeholders, finding common ground and discovering mutual interests. ATA in its outreach efforts is normally asking others to do something for the organisation, and one-sided emails are potentially not sufficient to engage stakeholders. A freelance social writer spoken to for this evaluation confirmed this:

It is all about personal relationships, and campaigning organisations need to invest time to meet people face-to-face, get to know them, find out what they are interested in. If people are well connected then a close relationship makes it easier for them to spread connections, disseminate what others are doing.

With respect to working with men's media, ATA's approach has been unsuccessful to date. The above quote could apply to this area as well, especially when it is the case that ATA is trying to get this specific sector to do something counter-intuitive, without a hook for the target group.

ATA's presence in social media so far has not necessarily achieved the **mobilisation** of large numbers of people for the dissemination of anti-trafficking messages, as shown in the online statistics. Requests for information on the main website average 3-4 emails a week, according to the interviewee that oversees this aspect, and the donations generated are few (1-2 a month), as there has not been an explicit effort to develop this. It cannot be said at this stage that ATA has a grassroots base, and some interviewees expressed that the absence of a defined position potentially limited its initial external exposure. The fundraisers linked to music gigs and targeted at youth are good practice (around 1,700 attendants and more than £8,300 raised by ATA between 2005 and 2008), as it was confirmed by MTV Exit Asia in an interview: the latter organisation also creates a hook to attract young people through entertainment products and events. But these events on a small scale have limited reach in terms of longer-term engagement of people.

There does appear to be an **incipient brand awareness** of ATA: two organisations spoken to that specifically work against trafficking in the UK (Stop the Traffik and STOP UK) have heard of ATA, have seen leaflets at events but have not necessarily watched ATA's film or played the game, for example, or the reference is punctual thanks to an email exchange. An additional organisation (Anti Slavery International), not fully interviewed but spoken to briefly on the phone, was not familiar with ATA's activities. There is still potential for ATA to be more visible and contribute to debates in the anti-trafficking sector. Certain events of the last months (launching of Eaves' research, the new Clause 14) provide opportunities for renewed impetus to ATA's role in the sector.

Impact in developing innovative tools/best practice in the sector

A key strength of ATA is its innovative use of modern technology and new media, which is normally the domain of bigger, potentially more established brands. And this innovation can be seen as progressive and organic: the organisation is learning through trial and error, trying out different methods to get to its target audience, exploring in a sector that has not necessarily done this before.

ATA's strongest achievement is having developed both film and game. The donor for the game considers ATA's approach innovative and original, and funded the idea despite the organisation's low profile. The film, as seen earlier, appears to be comparatively the better investment of resources (£10,000 and £25,135 to date, for a potential reach of 100,000 and 70,000+ respectively). According to Stop the Traffik, another organisation in the sector, *"there is no other resource like it"*. Another interviewee stated *"ATA was brave to go with their ideas and step outside their comfort zone"*. The MET Police, also spoken to in this evaluation, were very impressed with the film for its realism and original approach, and highlighted:

Of all the NGOs with which we work, ATA has produced something that we can use in our prevention and education work, which does not draw on our resources and can be easily incorporated into our daily activities.

It is too early to know whether or not the use of these tools will inform best practice in the sector in future. But training of law enforcement servicemen to counter the perpetuation of prostitution constitutes best practice in this field.

Impact on government policy

ATA has not had a clear directional impact on government policy to date, but there is potential to have a significant local impact that is coherent with ATA's narrowing down of its geographical reach. The most encouraging response to the consultant's advocacy efforts to date has been that of the GLA: it has a new VAW strategy, action plan and potential funds and the institution is keen to

collaborate with the NGO sector: joint events, work with young people's peer groups, prevention in educational settings, the Olympics 2012, etc.

The impact of the MET Police training in changing internal behaviour and ultimately improving the provision of initiatives aimed at tackling sex trafficking will not be measurable until a few years time. Currently, at least, ATA is visible and relevant for this institution, the relationship with the two contacts is quite close and they count on ATA.

ORGANISATIONAL ASSESSMENT

ATA is a registered Charity in England with a simple organisational structure of a Board of Trustees (five in total) that appoints itself. There are no paid employees or premises but the organisation does commission consultants to carry out projects or activities as needed and as resources permit. There is currently very little volunteer engagement in addition to the Board members. The organisation does not have a system for tracking and monitoring volunteers but founders have estimated that up to 30-35 volunteers have been involved with the organisation. Volunteer activities have included events, fundraising and campaigning.

ATA is at a critical turning point as an organisation and must make a decision soon as to its next steps. It is currently still in its 'founding stage' and the key decision point will be related to moving into the next phase and if there is enough interest and ability to get it there. The priority areas in need of attention from the Board are in the following areas:

- Strategic decisions related to the future direction of ATA: to close, to merge, to maintain a 'skeleton' presence or to grow.
- Developing and revising governing documents
- Recruitment or replacement of additional Board Members.
- Income generation.
- Trustee indemnity insurance.

As the organisation at this point is mainly made up of the five trustees, it is of critical importance that the Board meet as soon as possible to determine its direction and next steps. The most efficient method for this may be to agree a date for a full or half day meeting of the Board in order to assess the options, their implications and the duties and obligations of the current governing body. Each option has advantages and disadvantages, summarised below.

Winding up

Advantages: releases current trustees from the burden of time and commitment which has proved to be difficult to fulfil, ending on a positive note with successful projects completed rather than letting it 'die'.

Disadvantages: much of the work, outreach and branding of ATA will be lost, additional work will still need to be completed by trustees such as to wind up accounts, complete current project requirements from funders, notify the Charity Commission and to establish ownership rights as to the film and game.

Merging

Advantages: would allow for an organisation with compatible goals to retain the use of the websites, film and game and to pursue ATA's objectives through the use of its work to date, contacts and resources, would potentially be able to keep ATA branding and would allow for potential involvement from current ATA trustees in the 'host' organisation. From the evaluation interviews, Stop the Traffik were keen on using the film in their community research training for older teenagers and men, and the ex-trustee representing Eaves could see promoting the film as part of the "Demand Change" campaign with Object.

Disadvantages: would require some research related to which organisations might be suitable for a merge and additional time from trustees for discussions with potential host organisations, agreeing the merger details and overseeing the merger.

According to the Charity Commission, the key success factors to mergers include:

- a shared vision or mission and understanding of respective cultures and expectations;
- appropriate research and background checks;
- appropriate constitutional arrangements, such as a power to amalgamate, which will enable the charity to work efficiently in the longer term; and
- setting aside appropriate levels of funding for the merger, with the actual and anticipated costs regularly reviewed.

Maintaining a skeleton presence

Advantages: this option would allow the governing body to wind up all activity except for that which requires minimal maintenance such as the website, film and game and would 'buy' some time for the trustees to consider their options and replace themselves, it would maintain a presence for ATA and its messages. This could perhaps work for up to two years.

Disadvantages: this would still require some involvement from the trustees and they would still be legally responsible for the organisation and as the group would still exist, and would have minimal reporting requirements to the Charity Commission, depending on the income.

Maintaining or growing

Advantages: would allow the organisation to pursue its mission and goals more effectively.

Disadvantages: would require maximum trustee engagement; the need to build the board, additional fundraising and a more structured and formal approach.

Overall assessment of ATA as an organisation

ATA was formed by a small group of friends who felt passionately about the issue and has been led by a founder who has effectively brought the organisation through its founding stage. Board members have given a great deal of time, energy, skills and knowledge to the organisation and are now experiencing 'burnout fatigue'. The group has had a number of successes and must now either re-energize the board, replace the board or wind up the group.

The organisation has developed a number of systems and policies, has had a successful track record in project funding and has garnered the interest of external stakeholders. It has now reached a critical crossroads and must decide the best way forward.

Organisational capacity and systems

The ATA capacity as an organisation has experienced significant decline in the past year. It is currently led by a Board of five trustees with additional support from consultants on a part-time basis. ATA lacks the capacity to sustain itself from both a governance and income generation perspective within its current trajectory. Its systems are discussed below.

- **Governance**

ATA started out as a group of friends, not necessarily setting out to build an organisation, but rather interested in the issue and building a social movement. This beginning has informed their governance structure, which relies on informal structures and systems – not necessarily sustainable for the organisation's long-term growth. The organisation has developed a Management Committee (ManCom) which previously met on a frequent but not regular basis. The governing body is currently not meeting on a regular basis and there are no future meeting dates planned.

The current Board of Trustees lacks the capacity to carry out its work and obligations to the organisation and should be replaced and/or expanded. Further, the governing documents do not clearly state what the trustee recruitment, selection and terms of office are. The governing documents and key policies of the organisation, such as its equal opportunities policy need to be updated to reflect legal obligations, best practice and the structure of the organisation. Current trustees must ask themselves and have a frank discussion with each other as to their level of commitment to ATA and their willingness to participate in and lead the organisation.

While the organisation has a much clearer purpose and focus from when it started, it still lacks a long term vision and strategic direction, which has limited its capacity. These two

areas will need further work if the organisation plans to continue in its present form or to grow.

- **Finance**

ATA has submitted its accounts to the Charity Commission and is up to date with its reporting obligations. There are budgets in place and resources have been managed by the trustees. Some financial procedures are in place but much of the financial management is done informally by trustees and overseen by the treasurer, who has minimal involvement in the day to day operations of ATA.

- **Management** (including volunteer management)

There is a clear lack of capacity among the trustees to provide proper management of the daily operations of ATA, develop strategic direction or to manage freelance workers. Additionally, volunteers have expressed interest in helping ATA but there is neither the capacity to coordinate or manage volunteers nor an organisational culture or ethos that is supportive and open to involvement from volunteers. While ATA may have been more open to volunteer involvement in its first two years, there is currently an attitude that volunteers are 'more trouble than they are worth', which perpetuates the isolation that the group has experienced and is quite common with a small group of founders in a relatively new organisation.

- **Technical**

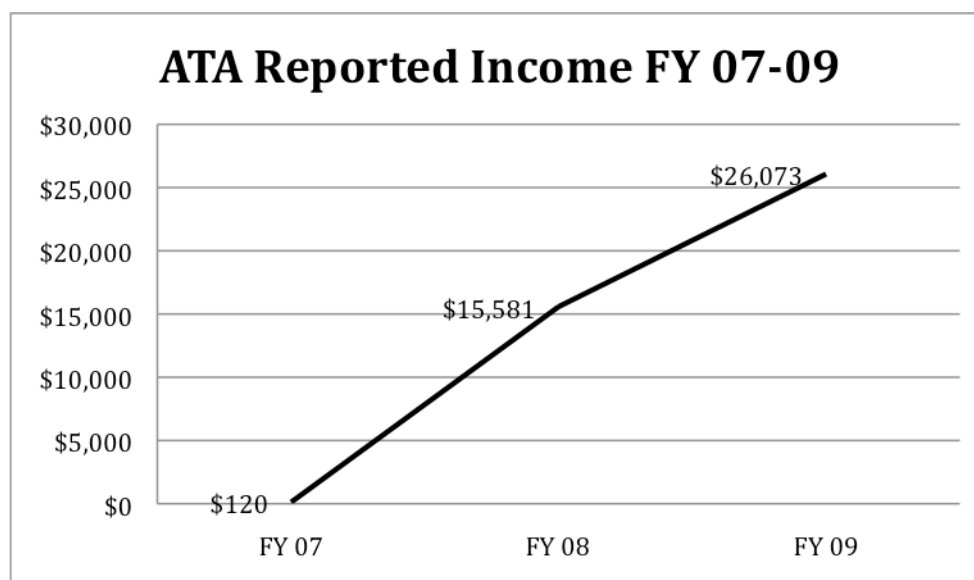
ATA has set up effective systems to operate and communicate 'virtually' through the use of an online collaboration tool and have used new technology to its advantage.

Funding and sustainability

The organisation has shown great potential for income generation but currently lacks the capacity or systems to be sustainable in the long term. ATA have a good record in funding applications and grant awards for projects and have the potential to increase the diversity of its funding streams. They have submitted four funding applications and have been successful with three. They have not used their resources and capacity to full effect, although they have had some successes with projects. The current governing body have both the research and writing skills to be successful with funders but lack the time to devote to building relationships with potential funders and scanning the horizon for new sources of income. Also individual donors, traditionally a strong base of income for small charities such as ATA, have not been fully 'mined' to develop their potential. There is currently funding for the organisation to March 2012 but the group has never secured core funding which would allow for employees.

The table below (Fig. 1) shows the total reported income for ATA from its first year up to the most current data available.

Figure 1



Efforts toward income generation have been ad hoc and not linked into a strategic plan or a sustainable framework for ATA. Trustees are clearly highly skilled at writing funding applications and getting grants and are able to work together on this area. The current treasurer operates in a fairly 'hands off' style which leaves much of the day-to-day finance work of the organisation to the other trustees or consultants. The ATA banks with the Cooperative Bank and have expressed low levels of satisfaction with their services. Some of the organisation's signatories are not present in the country and this presents a problem for some of the finance needs. The financial systems and procedures, while they appear robust, have not been systematised or written into a financial management plan for the entire organisation.

Communications

The purpose of the organisation evolved over time to a clearer, more targeted approach that was focused on the demand side and outreach to young men, primarily in Greater London. The organisation has mainly been project focused and any strategies that have evolved have been project-based. In September 2009 there was media training and work done on refining messages, which helped to hone the current messages.

ATA are clearly working towards the focused approach of targeting demand, mainly via the game and film and associated outreach to young men. Other groups are now starting to look at the demand side such as Eaves and Salvation Army and ATA have been ahead of the curve on the demand side focus.

ATA has effectively and efficiently used online collaboration tools for internal communication but due to the lack of operational management capacity; the lines of communication are blurred in particular between consultants and the board of trustees. This lack of direction led to decisions being made in isolation, not integrated in a unified, strategic direction, which has had a negative impact on organisational decision-making between stakeholders and the broader engagement of potential allies and volunteers.

LESSONS LEARNED

Lessons related to the planning, development and use of new media in anti-trafficking campaigns

ATA responded in a considered manner to its internal capacity constraints, the available network of skilled supporters, a favourable context (hit the agenda) and funding opportunities, when deciding to focus on awareness-raising, demand (young men) and social media as the focus of its campaign. ATA's campaign (focus on awareness raising through new media) has been unique in the anti-trafficking sector to date, both innovative and cutting edge. There is considerable accumulated expertise and learning achieved in the past five years in the process of developing anti-trafficking messages and tools that can be useful for the anti-trafficking sector, since some of its players are moving in the direction of tackling demand. Encounters to date have also shown the potential for ATA to contribute to the work of service providers and the public sector.

The organisation has been very efficient in developing awareness-raising tools, given its capacity constraints: it has focused on "cheap", best practice technologies with viral potential, sourcing the appropriate expertise in-house and from networks of contacts, and with low budgets produced interesting tools that have proven good value for money. There has not been, nevertheless, any real strategy for promotion of the organisation and its tools, due mainly to capacity and resource constraints. Having engaged one external consultant to carry out outreach since December 2009 has opened up certain channels worth pursuing – such as the excellent response from the MET Police and the GLA –, although this effort is not integral to ATA's work and does not form part of an overarching communications strategy with objectives and systems to monitor success. The approach is therefore not sustainable.

ATA's strongest achievements have been the development of film and game. The first version of the game has garnered substantial interest in principle, given the number of visits to the game website. However, upon closer examination of the product itself, it does not appear to be engaging young

men enough to eventually influence behaviour. Despite the doubts raised by the focus group participants on the potential for both game and film for turning viral, the film appears to engage in a more substantial and deeper way than the game.

The analysis of statistics for ATA's online presence so far leads to conclude that, despite very low capacity, ATA has achieved a significant presence (with total visits quantified during evaluation reference period of over 78,000 for the ATA website, game and film sites and Youtube film site), but the social movement element of its campaign has not materialised.

Lessons related to lobbying and advocating for an improved response to sex-trafficking

ATA has not developed a strategy for national advocacy and lobbying – capacity and resources have meant that it has mostly reacted to circumstantial events. So there has been no tangible impact on this front. There is, however, considerable potential for contributing to an improved response against sex trafficking at a local/regional level, consistent with the geographical remit chosen: ATA has proactively developed good relationships with the GLA and MET Police. There are considerable opportunities here as ATA is viewed as a trusted partner.

ATA's stakeholder communications geared at spreading anti-trafficking messages and harnessing support for the issue, albeit cost-effective and organised since December 2009, have not been strategic, have not garnered considerable response to date and are not sustainable, although the organisation has made good use of trustees' and consultants' contacts and encounters.

ATA's lack of capacity and lack of a strategic approach with respect to the anti-trafficking sector from the outset of its activities has meant that it has worked in virtual isolation to date and there have been potential missed opportunities for sharing, learning and collaboration. On the other hand, this isolation has enabled ATA to experiment and learn from its exploration of the demand side and the use of new technologies to counter sex trafficking, which could now serve other organisations that are moving in that direction.

Strengths, weaknesses and challenges to ATA as an organisation

We have completed a SWOT analysis with the trustees and consultants to look at the strengths, weaknesses and challenges to ATA as an organisation. The results are discussed below.

I think they have achieved a remarkable amount given what they have and who they are. The board have done an incredible amount. The decision now needs to be do they continue like this or become more formalised with more specific targets, it is quite ad hoc right now. In order to be more sustainable, they need to be more formalised. Where do they sit in the sector now and what role do they want to play? (trustee interview)

Strengths

The key strengths of ATA as an organisation centre around the dedication and time that has been given to the organisation to date by the founders, having an innovative and creative approach and filling a niche in relation to work on the demand side. The organisation is seen to use new media techniques very effectively to outreach to new audiences and to develop innovative resources and materials such as the game and film. The work of the organisation on its messages and tools represents good value for money, as projects like the film and the game were completed on very low budgets. Trustees feel that they have also had some success in engaging people to run fundraising events for ATA.

Some specific comments were as follows:

- *They have lots of creativity and good ideas and have developed some great resources.*
- *ATA is run by a team of dedicated and passionate people with a range of talent and perspectives.*
- *We have clear messages and asks now, which took some time to develop. We were scared of the sex workers union at first, but now our messages are clearer.*
- *The film has had a great impact, especially for the amount of resources spent on it.*
- *The outreach has been particularly well done in comparison to the size and resources of the organisation.*

- *It has been able to mobilise a group of talented individuals to work for the cause and the wider social good. Even the consultants have done lots of pro bono work and the level of volunteer skills is immense.*
- *Reaching out to some of the young men in London has been successful through a variety of means and this niche is an area where others have not been able to go and other groups have respected this. This has been unique.*

Weaknesses

While the people involved in ATA are seen as a great resource with many valuable skills, they are also 'time poor' and have possibly come to a natural transition point in their current roles. The main weakness for the organisation is a lack of capacity in terms of leadership, management and resources. This lack of capacity has impacted the rest of the organisation and has meant that no further fundraising has taken place, there is minimal operational management, there is little ability to recruit and engage volunteers and the Board has made no efforts to recruit new members or to replace itself. Additional areas of weakness that were noted include policy impact and external relationships within the anti-trafficking sector.

Some specific comments were as follows:

- *ATA is driven by only a couple of people, it is an ad hoc group and not very sustainable. Kathryn and Dave are moving out of London and have two kids, what will happen then?*
- *What are the next steps, where is ATA going as an organisation? We need stronger governance and leadership structures in place. Informality has been good up to now but needs to change if we want to grow.*
- *We have no capacity, no core funding, no full time staff and we are working only with consultants.*
- *Our reliance on volunteers is a problem. The situation has changed with families and jobs, we now struggle to find the time to do anything. We all have full time jobs or other commitments. We have not been able to set up any staff.*
- *The management of volunteers is not worth it, it's too time consuming. We have no capacity to recruit or manage volunteers, although there is lots of interest.*
- *We have not ever broken through as a professional organisation. We just don't have the time anymore and I think we might need to pull the plug.*

Opportunities

ATA has a number of potential opportunities that it could focus on if there was enough interest and leadership to drive it forward. These opportunities all have some resource implications but if the organisation chooses to grow or maintain itself, they could provide the inspiration for funding, recruitment of trustees or volunteers. The anti-trafficking issue itself presents an opportunity, especially for reaching out to young men in London and focusing on the demand side. The upcoming 2012 Olympics also presents some opportunities for joint working, partnerships and outreach as well as the possibility of building relationships through existing networks. The GLA is working in partnership with the Equality and Human Rights Commission, the MPS, the MPA and third sector anti-trafficking groups (Eaves, Anti-Slavery International, STOP-UK, Stop the Traffik) to develop preventative activity prior to the 2012 games. The increased interest in the issues presents additional opportunities for publicity, working with the media and outreach to a variety of audiences and new partners. There are increasing opportunities for research and evidence based advocacy and growing interest in issues related to trafficking. There are also many opportunities for engaging more stakeholders, including new trustees, volunteers and partners.

Some specific comments were as follows:

- *There is much more interest in sex trafficking than when we founded the group, it was not a popular topic or at all cuddly but now it's in the media a lot and with the Olympics and such and new partners, there are lots of opportunities i.e. Met Police and such. The new Facebook campaign has mobilised more people than ever.*
- *We have an opportunity now to use the web as a resource base, a hub for debates on trafficking, a blog with up to date info and to compile data or resources with advocacy links.*

Threats or challenges

The organisation is currently facing a critical time and decision point and faces a number of challenges and threats. The key challenges relate to capacity and sustainability and could be described in its essence as a lack of people, lack of energy and lack of money. Many small organisations who start with a group of dedicated founders face a similar crisis point and must rebuild, find additional resources, infuse new energy into the group or decide to merge or close³. Consequently, the biggest threat to the organisation right now is that it will not survive in any form. Additional challenges facing the organisation include being in less of a niche area now, a social climate that is more accepting of paying for sex and a lack of formality as an organisation.

Some specific comments were as follows:

- *We have only one more year of secured funding, I'm not sure after that what will happen.*
- *There are so many organisations in the counter trafficking movement, some transient, some long standing, but a broad network of organisations involved. Unless there is scope to reach out and engage in the existing networks, there is a potential threat to being sidelined.*
- *Our contacts and stakeholders have an amazing skill base but they are all getting older and have other commitments. We were drawing from people we know in our own circles, but this is now running low.*
- *The entire organisation rests on the trustees, this is not sustainable. There are only three of us now to do this. They need to know how to make this work.*

In summary, the key lessons learned for the organisation are in relation to governance and external relationships. The Board should have developed a more strategic and long term approach when setting up the organisation, especially in terms of replacing itself and creating a long term vision. The group has been very inward facing in its first five years and should have put more resources into building better relationships with other potential stakeholders however it lacked the capacity to do this. The size of the Board is also probably too small to be able to carry out its work effectively and does not have strong governing documents to help steer it in the right direction. Many of the other issues that have been highlighted would perhaps be more easily overcome by addressing the governance issues and setting a clear direction for the future of the organisation. For example, there are clearly opportunities and skills present to be able to secure funding for the next three years but the trustees do not have the time or interest in pursuing this at present.

RECOMMENDATIONS

The following recommendations have resource implications, and will only make sense if the organisation is willing and able to put efforts towards governance, income generation and capacity building.

Recommendations related to ATA as an organisation

Governance

The current trustees need to agree a planning day as soon as possible in order to address some of the key decisions and issues that have been highlighted above. This should involve as many of the trustees as possible and the consultants who have been very involved in project delivery.

The organisation needs to clarify and develop a long term vision. A vision tells people where the organisation is going and what it would like the situation to be like in the future. The mission should be directly linked to achieving the vision. This should be developed with trustees, consultants and any other stakeholders. The mission and objectives of ATA should also be reviewed annually. The vision, mission and objectives should all fit into a wider strategic plan for ATA, which should be a type of road map to set the direction of the organisation and identify key goals that it will work towards to achieve its mission. The strategic plan should also include a communications strategy, a fundraising strategy and a financial risk assessment.

³ Hudson, M. (1999), *Managing Without Profit: the art of managing third-sector organizations*. Penguin Books, London.

Governing documents need to be revised and updated. Trustees should consider becoming a Company Limited by Guarantee if they want to grow. The benefit of becoming a Company mainly exists as a way to protect trustees from liability and to make the organisation a legal entity which is essential if they were to own property for example. There should be a membership policy and clear guidelines on how to become a member, who qualifies as a member and membership rights and responsibilities. Governing documents should also state when and how AGMs are to take place and this should link in to the election procedures of the governing body. The Board must have a strategy to replace itself and to expand if it wants to continue as an organisation. Board meetings should occur on a regular basis, ideally at least quarterly. Trustees should develop an induction process for new trustees and should consider completing a skills audit to better inform recruitment strategies.

Reporting to the Charity Commission should be on time and planned into a yearly schedule. The last accounts and annual return received by the Charity Commission this year for FY 2009 were late by 16 and 84 days respectively.

Trustees are currently liable for debts incurred by the organisation and should immediately purchase trustee indemnity insurance for all trustees as a matter of priority. Organisations such as NCVO can be helpful in finding appropriate cover for Boards.

Finance

The treasurer of ATA should be the key person responsible for the financial management of the organisation and should ensure that a written process is in place for financial procedures across the organisation. Trustees may want to consider other banking options and need to update the list of signatories. Quarterly budget reports should be sent to trustees, reported on at Board meetings and discussed as needed under the leadership of the treasurer.

There are currently no pending funding applications out or in development and there is no current activity in relation to income generation. This is not sustainable and should the organisation wish to continue, it would need to immediately start researching funding opportunities, making applications and securing donors.

Management

The trustees have expressed much interest in employing staff to handle day-to-day operations of ATA. While this may be a future goal, both the governance and fundraising activities need to be stepped up in order to achieve it. Additionally, budgets, plans and strategies should be in place before staff is hired as well as a range of policies and procedures to be in line with legislative requirements and best practice. Most importantly would be the following policies and procedures:

- Updated equal opportunities policy
- Staff recruitment procedures
- Health and safety policy
- Complaints procedure
- Grievance procedure
- Disciplinary procedure
- Data protection policy
- Leave and absence policies
- Supervision procedures
- Financial and accounting procedures
- Volunteer policy

Volunteer coordination and management is an area that needs improvement if the organisation wishes to continue in its current form or to expand. There should be a volunteer policy, induction process and some type of training in place. It is recommended that ATA tap into free resources available in this area from any of the local London Volunteer Centres and from Volunteering England. It would be ideal if ATA could recruit a volunteer to manage other volunteers and expand the capacity of the organisation. With proper leadership and volunteer management, volunteers can take on most roles needed within an organisation such as fundraising, events management, recruiting volunteers, campaigning, administration and publicity.

ATA could benefit greatly from tapping into some of the existing networks and forums both in the anti-trafficking sector and in the wider voluntary sector in London. It is also potentially missing opportunities to share resources, infrastructure and services with other organisations. It would be recommended to tap into the local resources and services of a CVS to support the organisation and build its capacity.

Policy

Equal Opportunity policy needs to be updated to be in line with current regulations and best practice. Other policies that would also be helpful at this point would be data protection policy and a complaint procedure and policy.

Recommendations related to the campaign

If ATA were to continue as an organisation and potentially employ staff or renew its ManCom, it would need to devise a strategic and focused campaign, with policy and change objectives and monitoring systems in place to gauge effectiveness and impact.

The online game would need considerable more work done to it in a second version to be more effective. If a second version were indeed to be developed, ATA would need to be more realistic of what is possible with a limited budget, even going as far as revising the principle of a game being an adequate means to getting the message across to ATA's target group.

The message of the short film continues to have validity as the issues continue to exist. It is an impressive product that should be promoted with renewed focus. ATA should explore further the notion of 'captive audience' and being part of a broader multi-sectoral campaign (with both online and physical presence) – good practice in sexual health interventions has shown that marketing should be massive and structural to see macro level behavioural changes. Available opportunities are the Soho screening being discussed with MET and GLA; Stop the Traffik community research, youth training and partnerships in an April 2011 global forum to devise strategy for Olympics 2012; screening of the film in cinemas before a movie (idea developed during production of the film, and reiterated by most participants in the focus group); and exploring the potential of a joint MET/GLA public ad campaign currently under development.

In order to increase its grassroots potential, ATA could explore new ways of using social media. The use of Twitter remains unexplored and has enormous viral potential – the key is identifying people in the network with a large group of followers and ask them to re-tweet messages/links. The use of "shock tactics" on Facebook to draw in the target audience is a strategy also mentioned by the focus group participants: another aspect of the captive audience notion used in sexual health interventions. ATA could also utilise the available extra content of the film and repackage it for its online campaign.

The proactive mobilisation of volunteers online offers the possibility for young people to get experience and become involved in social issues (e.g. students, and this could be explored further with the National Union of Students) and for ATA it is a cost-effective way of creating a social movement. ATA, in the framework of a renewed volunteer management strategy, could provide a menu of actions (simple tasks), milestones for volunteers to achieve (e.g. getting the film link out to 1 million people through Twitter), showing volunteers the results of their particular contribution as a motivational tool.

Recommendations related to lobbying and advocacy

ATA should dedicate time to strengthen its local institutional relationships, which can expand ATA's impact further with few resources needed to be spent on ATA's part. If ATA were to close down, the MET Police's (and potentially GLA's) use of the film could continue to reap rewards if ATA cedes copyright of the product.

One key policy opportunity for ATA is the GLA Human Trafficking Network in the framework of the Olympics 2012: ATA could join forces with the public sector and other anti-trafficking organisations to develop prevention activities, given the mayor's intention to set standards for sporting events at the games.

ATA should develop a clear communication strategy with its stakeholders. Now that some time has elapsed ATA can look back at the results of its efforts to date, examine existing leads and dead-ends and reassess. It would be important for ATA to allocate time for face-to-face discussions and exchanges of information, enhancing its approach with personalised follow-up and exploration of avenues of mutual support that can lead to more focused interest and actions on the part of others.

In this same line, ATA should renew its approach to the anti-trafficking sector. ATA now has accumulated knowledge and experience and has cost-effective and interesting tools and messages to offer. It should dedicate time to carefully develop relationships within the sector in order to maximise the impact in institutional responses to sex trafficking, explore opportunities for pooling of resources, optimising diverse expertise, cross-publicising resources and actions, and potentially contributing to the development of a healthy sector debate. Some current opportunities worth exploring are the links between the recent Eaves research (December 2009) on deterrents for men and the new Clause 14, and the Eaves/Object "Demand Change" campaign: the film is a product that could be easily incorporated into it.