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This report was produced by Booz Allen Hamilton, Inc. and its partners, the National Center for Victims of Crime, SER, and Tribal Tech, LLC, under Contract No GS-00F-008DA, awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this report are those of the contributors and do not necessarily represent the official position or policies of the U.S. Department of Justice.
INTRODUCTION

The Human Trafficking Capacity Building Center is a coaching and development hub assisting organizations and tribes with: (1) building their capacity to aid victims of all forms of human trafficking, (2) navigating the broad range of resources available to support their missions, and (3) strengthening human trafficking service networks.

The Center uses coaching as its primary style for providing services, which is both complementary to and distinct from other technical assistance providers. The Center partners with organizations and tribes in a collaborative and creative process to build their capacity to serve all victims of human trafficking.

In addition to responding to requests for assistance, the Center conducts proactive analyses to identify communities and tribes that could benefit from its services based on history of federal victim services grant funding and proximity of existing victim services providers. The Center then takes the initiative and contacts those organizations and tribes to offer its coaching services.

The Center strives to build broad capacity in the field by looking beyond individual engagements and organizations and working to strengthen networks and increase the services available for all victims of human trafficking within a community.

Funded by the United States Department of Justice (DOJ), Office of Justice Programs, Office for Victims of Crime (OVC), the Center’s work strengthens human trafficking service delivery in the U.S. through strategically focused, capacity building coaching. During year two of its operations, the Center focused on building relationships, resources, partnerships, and remote services to reach local victim service providers and tribes.

THE CENTER’S COACHING SERVICES

Informational coaching can be accomplished by phone or email, connecting the requester to resources.

Short-term coaching occurs over a period of several weeks, offering a one-day site visit, peer-to-peer learning opportunity, and coaching from topical experts.

Comprehensive coaching addresses broad, system-wide issues. This response entails a combination of intensive off-site and on-site coaching and development services over a period of weeks or months and focuses on a significant need or problem.
YEAR TWO
A BUILDING PHASE

Expanding OVC’s reach to five states and five tribal regions, the Center’s second year was a year of building. The Center built—

- Relationships with organizations, advocates, and tribes in target states and regions;
- Resources housed in an internal Clearinghouse repository;
- A Field Advisory Committee, offering a range of anti-trafficking expertise;
- Partnerships with other training and technical assistance programs to minimize duplication and maximize federal investments in the anti-trafficking field; and
- Remote service delivery and learning opportunities for the field.

As the Nation confronted the coronavirus pandemic (COVID-19), the Center transitioned its operations to a remote environment. Understanding the new challenges facing victim service providers and tribes during this unprecedented time, the Center delivered remote content to the field, offered virtual sessions in place of in-person events, and worked collaboratively with organizations and tribes to adjust coaching to their circumstances during the pandemic.
**PROGRAM HIGHLIGHTS**

The Center conducted proactive outreach to five target states and five tribal regions, reaching -

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Established a Field Advisory Committee comprised of five human trafficking experts to offer strategic advise to the Center.

Created thirty new 101-level documents offering an entry-point to more in-depth resources on four topic categories.

Launched a resource Clearinghouse with more than **100** New and existing documents.

Expanded the consultant directory to more than **200** Individuals.

Transitioned to remote delivery and virtual events, responding to the COVID-19 pandemic.

Hosted a webinar for **305** organizations titled “Meeting a Match During COVID-19”
Built Relationships

As the Center built relationships, it targeted victim service provider organizations in states and tribal territories with little or no OVC funding. Each effort by the Center—whether in-person or through written communication—worked to build new relationships and broaden the Center’s network to better serve all victims of human trafficking. Using a phased approach, the Center proactively reached out to advocate organizations, victim service providers, and tribes in targeted areas.

1COVID-19 has had a significant impact on tribes. As such, the Center is shifting its focus from specific areas to working with national and regional organizations to reach tribes.
Through the phase one targeted state outreach, the Center connected with 41 advocate organizations and 485 victim service providers. These relationships resulted in the Center coaching eight organizations, responding to 25 informational requests, and identifying opportunities to share information about the Center at 9 conferences and meetings.

Phase one targeted tribal outreach reached 109 nationwide tribal contacts and 32 tribes and tribal victim service providers in target regions offering information about the Center’s services. Targeted tribal outreach resulted in the Center working with three tribes, responding to 13 tribal informational requests, identifying opportunities to participate in two conferences and meetings, and sharing information with 33 contacts to distribute to their networks.

The Center also proactively reached out to urban Indian health centers, coalitions, and epidemiology centers to share information about the Center and talk about the potential intersection of human trafficking.

Proactively identifying and reaching out to organizers of events in target areas, the Center partnered with Wilmington University in Delaware to offer a virtual session at the 5th Annual Symposium on Human Trafficking, Immigration, Child Protection, and Domestic Violence, reaching 200 individuals from all over the country and building relationships for future Center engagements in Delaware.
Recognizing the vast amount of human trafficking content and a need for entry-level materials, the Center spent the year building a Clearinghouse document repository. This Clearinghouse will increase access to much needed entry-level content and facilitate information sharing. Center staff drafted, reviewed, and cataloged more than 100 documents to create overviews, tip sheets, and sample documents.

Working with human trafficking experts, the Center drafted and developed more than 30 new documents on topics ranging from human trafficking indicators and trauma-informed care to tips on grant proposal development and documenting an in-kind match. The 101-level content on human trafficking and capacity building offer foundational information in an easily digestible format. These documents provide an entry point to a topic with links to more advanced materials and existing resources, addressing a need for simplified materials and creating opportunities to reach victim service providers from Guam to Alaska.

The Clearinghouse resources are currently available through Center staff to help organizations meet their victim service, administrative, programmatic, and management needs. A public website launch of the Clearinghouse is scheduled for September 2020. Once launched, the website will make all materials in the Clearinghouse available to anyone seeking content on human trafficking.
During the past year, the Center built a Field Advisory Committee composed of five human trafficking experts. The Field Advisory Committee provides strategic guidance and input into the development of Center products. By leveraging their expertise to inform Center products, the Center is better able to meet the needs and demands of local organizations and tribes, address emerging trends proactively, and share promising practices. The Field Advisory Committee members also share their expertise through Center-sponsored webinars and by offering coaching to organizations and tribes.

Desireé Coyote is a victim services advocate for American Indian and Alaska Native people. As a program manager with Family Violence Services (FVS) of the Confederated Tribes of Umatilla Indian Reservation.

Ms. Coyote provides services to tribal victims, including survivors of human trafficking. In addition, Ms. Coyote conducts outreach and education in the community on the topics of domestic violence, sexual assault/rape, teen dating violence, human trafficking, elder abuse, and stalking. She served as a member of the Oregon STOP Violence Against Women and assisted in the Tribal Listening Tour, visiting all nine tribes, local non-profit domestic/sexual violence agencies, and local District Attorney Victim Assistance Programs.

Ms. Coyote is an enrolled member of the Confederated Tribes of the Umatilla Indian Reservation from her mother’s side and is Nez Perce on her father’s side.

Marie Israelite is a human trafficking expert and currently serves as the Director of Victim Services at the Human Trafficking Institute. In this role, Ms. Israelite is responsible for training and capacity building of government and nongovernment partners in Uganda and Belize on trauma-informed approaches and victim-centered investigations and prosecutions.

Previously serving as the Chief of the Victim Assistance Program at Homeland Security Investigations, Ms. Israelite directed policy efforts, program development, and victim services for all federal crime victims, including survivors of human trafficking and child exploitation. She helped establish the agency’s first forensic interviewing program. This work required extensive training and capacity building efforts on how to establish victim-centered, trauma-informed investigations in the United States and abroad.

Ms. Israelite has held several human trafficking, sexual assault, and domestic violence prevention and services positions within the Department of Homeland Security and the Department of Justice. Most recently, Ms. Israelite served as a Senior Program Manager with ICF, where she facilitated the work of the U.S. Advisory Council on Human Trafficking.

Gonzalo Martinez de Vedia is a published author and expert on the topic of labor trafficking. Currently working with the McCain Institute’s Combatting Human Trafficking team, Mr. Martinez manages programs to counter labor trafficking with a focus on the agricultural sector in Texas.

Previously serving as a senior policy associate at Humanity United, Mr. Martinez helped manage the Alliance to End Slavery and Trafficking. He led several multiagency anti-trafficking task forces and targeted outreach to high-risk workplaces for the Worker Justice Center of New York. Mr. Martinez served as a human rights commissioner for the County of
Ulster, New York and policy co-chair for Freedom Network USA.

Mr. Martinez was born and raised in Buenos Aires, Argentina. His latest publication — Labor Trafficking: The Garcia Case and Beyond — is in print with the Lawyers and Judges Publishing Company in Phoenix. Mr. Martinez holds a bachelor’s degree cum laude from Cornell University and a master’s in Criminal Justice from Arizona State University.

**Susan Williams** is a nationally recognized victims’ services expert. In her current work as a consultant, she expands the reach of crime victim services, promotes trauma-informed practices, and builds innovative collaborations across all areas of crime victimization to more holistically meet the needs of survivors. During her 24 years with the U.S. Department of Justice,

Ms. Williams served as a deputy director in the Office for Victims of Crime (OVC), enhancing the country’s response to all forms of crime victimization and overseeing OVC’s human trafficking programs. As an associate director in the Office on Violence Against Women (OVW), Ms. Williams managed staff responsible for the administration of two Violence Against Women Act discretionary programs and provided leadership in the development and implementation of several OVW special initiatives, including the creation of 15 Family Justice Centers for victims of domestic violence.

Ms. Williams has extensive experience leading programs to enhance access to services for victims in different areas of crime victimization and in reaching more traditionally underserved victims.

**Constance Rossiter** is a skilled collaborator with more than 13 years of experience in the anti-trafficking field. Serving as the Program Director of the Trafficked Persons Assistance Program at YMCA International Services in Houston, Ms. Rossiter built and sustained a comprehensive trauma-informed service delivery model for victims of human trafficking.

Known for her community engagement and collaboration, Ms. Rossiter ensured the program’s success by securing both government and community foundation grants. She developed multiple partnerships throughout the greater Houston area and served on several task forces and coalitions including the Texas Human Trafficking Prevention Task Force and the Human Trafficking Rescue Alliance.

Ms. Rossiter also served on the Executive Committee of the Homeless Youth Network, Houston and the Advisory Committee of the Texas Governor’s Harris County Child Sex Trafficking Team. Ms. Rossiter is a Licensed Professional Counselor and is a Senior Fellow of the American Leadership Forum.
Built Remote Service Delivery

As the COVID-19 pandemic evolved, the Center adjusted its delivery approach to continue offering high quality services to the field in a remote environment. In April, the Center partnered with NCVC to deliver the “Meeting Federal Match Requirements in a Remote Environment” webinar. More than 400 participants registered for the session with more than 300 participating in the live discussion. Four speakers engaged attendees, sharing OVC perspectives, providing an overview of match, discussing ways to positively use a remote environment, and offering field perspectives. Following the Match Webinar, the Center shared a recording of the session, a tip sheet, a frequently asked questions document, and field perspectives with 300 attendees; NCVC’s distribution list of 6,101 subscribers and Facebook group resulting in 498 impressions and 23 reactions; and the OVC TTAC distributed the materials to human trafficking grantees.

In June, the Center partnered with End Abuse Wisconsin and American Indians Against Abuse to transition an onsite workshop to remote assistance. The Center provided a framework for and participated in a listening session on human trafficking, reaching 80 registered participants and has continued to build relationships with tribes and organizations serving American Indians in the Wisconsin region.

The Center’s direct coaching engagements also shifted from in-person delivery to remote delivery. While there is no true substitution for visiting an organization and meeting its staff face-to-face, the Center’s team identified creative opportunities for virtual engagement and leveraged the benefits of virtual delivery to enhance its coaching services. Center engagements with DaySpring Villa, HopeWorks, Northwest Indiana Anti-Trafficking Coalition, and Zoë Ministries occurred during the COVID-19 emergency with the Center offering remote coaching assistance.
DaySpring Villa

DaySpring Villa in Sand Springs, Oklahoma is a faith-based shelter for women and their families impacted by domestic violence and sex trafficking. The Center has been working with DaySpring Villa amidst the reopening of the state and the staff members’ return to their office and shelter. To help balance the staff’s workload during the transition, the Center scheduled biweekly calls to develop training content and materials in short, manageable increments. During these calls, the Center’s team used a visual collaboration software to brainstorm, share ideas, and incorporate feedback.

HopeWorks

HopeWorks of Howard County, Maryland provides services to women, men, and children impacted by domestic violence and sexual assault. Before COVID-19, the Center planned to accompany HopeWorks on three local peer exchanges with victim service providers to explore program models. With the shift to remote delivery, the potential organizations with whom HopeWorks could meet expanded. The Center was able to connect HopeWorks with teams in Los Angeles, New York City, and Philadelphia through collaborative, online meetings where they shared lessons learned over webcam and exchanged resources in real-time.

Northwest Indiana Anti-Trafficking Coalition

The Northwest Indiana Anti-Trafficking Coalition is a survivor-led coalition of over sixty members. The Center convened a remote site visit to review the mission, vision, and collateral and to identify and prioritize the coalition’s goals as a critical first step in the strategic planning process. The flexibility of a virtual site visit enabled all Center staff and consultants to participate in a single working session and for the Northwest Indiana Anti-Trafficking Coalition to involve various working group perspectives in the remote discussions.

Zoë Ministries

Zoë Ministries is a faith-based organization, serving adolescent females who have been sex trafficked. In helping Zoë Ministries develop a sustainment strategy, the Center planned a series of six two-hour remote working sessions. After each session, the Center team assigned homework based on the aspect of the session that Zoë Ministries identified as most challenging, such as writing program goals and developing a notional budget. Zoë Ministries used the time in between sessions to complete the tasks, allowing the Center team to provide feedback and build off the assignments in each subsequent session.
PILOT SITES

In year one, the Center identified three pilot sites to test the Center’s delivery assumptions and elicit feedback. The pilots included an urban Indian health center, a statewide nonprofit in the west south-central region of the United States, and a national nonprofit organization. The Center built on this work in year two, assisting these pilot sites with mapping organizational needs to solutions by offering subject matter experts, peer sites, and Center staff with the knowledge, experience, and skills to address their goals.

The pilot sites defined the Center’s unique value proposition, expertise, and services offered to the field. The Center’s flexible coaching model tested in the pilot offered an easy entry point for capacity building in data collection, collateral development, sustainment strategies, and stakeholder engagement. Through personal intake calls, customized response plans, and curated services with field experts, the Center assisted pilot sites with achieving sustainable project outcomes.

Salvation Army of Delaware

The Center worked with the Salvation Army of Delaware as a pilot site over a four-month period to identify and begin formalizing more than 30 partnerships in the community. These partnerships were then incorporated into a comprehensive services model, ensuring a broad range of services are available to all victims of human trafficking. The Center also provided the Salvation Army of Delaware with coaching on strategies for seeking funding. These strategies will help them find additional public and private funding for both short- and long-term program needs.

**Develop a Partnership Plan**

The Center worked with Salvation Army to create a partnership wish list, then used that wish list to develop a partnership plan. The plan contains requirements for partnership as well as a list of current and potential partners, their services, and memorandum of understanding (MOU) status.

**Enhance Comprehensive Services Model**

With the Center’s guidance, the Salvation Army of Delaware drafted a comprehensive services model. The model supports individualized service plan development and lists the broad range of services needed by victims of human trafficking. The document details who in the community provides each service. Examples of services identified include housing, medical and dental care, mental health treatment, and legal assistance.

**Create Sustainment Strategy**

The Center engaged an outside subject matter expert to assist in developing a sustainment strategy for the Salvation Army of Delaware. This effort included education on strategic partnerships, considerations for how to work with other organizations to leverage funding, and alignment of long-term program goals to potential funding opportunities. Through this exercise, the organization gained a greater understanding of best practices for responding to solicitations and enhanced its grant application skills. Additionally, the Center engaged the Salvation Army of Central Ohio as a peer site to mentor the Salvation Army of Delaware, initiating an ongoing relationship to provide guidance for developing grant proposals and submitting applications.
TRIBAL WORK

The Center has a specific charge to engage federally recognized tribes and programs working with American Indians and Alaska Natives. The Center’s work includes customizing coaching to align with cultural values, beliefs, and practices. The Center is also charged with disseminating materials to increase awareness among tribal communities of the resources available to them to serve victims of all forms of human trafficking.

In year two, the Center built relationships with American Indians Against Abuse, National American Indian Court Judges Association, Native Alliance Against Violence, National Indigenous Women’s Resource Center, and NCVC’s Tribal Resource Tool to share information on the Center and ask for referrals.

The Center assisted tribes with identifying their goals to aid victims of human trafficking, offering customized coaching to meet their needs. Examples of the Center’s services for Tribal Nations and organizations serving American Indians and Alaska Natives include—

- Identifying training and resources to build staff knowledge of human trafficking;
- Creating human trafficking informational and outreach materials;
- Helping identify potential partner organizations and connect with federal, state, local and other tribal government agencies;
- Navigating the broad range of human trafficking resources available to them;
- Establishing policies and procedures on human trafficking;
- Developing a human trafficking screening tool to use across program areas; and
- Assisting with strategic planning to build a tribe’s capacity to aid all victims of human trafficking.

The COVID-19 pandemic has significantly impacted Indian Country, creating a challenging time for service providers. Furloughed staff and shut-down programs have made it difficult to offer victim services. To address these challenges, the Center has increased its focus on working with national, statewide, and regional organizations to identify existing communication channels to share information on human trafficking with tribes.
Maggie’s House

Maggie’s House, previously affiliated with the Pine Ridge Reservation and the Oglala Sioux Tribe, is an independent nonprofit organization that operates a six-bed, transitional living program in Kyle, South Dakota for youth ages 17–21 who are exiting the foster care system. The Center worked with Maggie’s House to develop culturally appropriate materials to educate tribal communities on human trafficking and enhance community awareness of available victim services. The Center provided communications expertise to develop new tribal-specific materials on human trafficking to meet the needs of multiple tribes in the Great Plains Region. The Center also helped create templates that could be easily edited to include various tribal languages and adapted for use at different events. Recognizing that these materials may be costly for Maggie’s House to print and distribute, the Center provided coaching on strategies to acquire sustainable funding to support outreach efforts.

Ponca Tribe

The Ponca Tribe of Nebraska has 4,185 enrolled members worldwide with 1,654 residing in its service delivery area and delivers a range of health, social, educational, and cultural services across 15 counties in Nebraska, Iowa, and South Dakota. The Center worked with the Ponca Tribe and its newly hired human trafficking case manager to build an initial collaborative response to human trafficking and develop a strategic plan to establish three regional human trafficking response teams. The Center provided support in identifying, convening, and facilitating meetings with key community stakeholders. Recognizing that many of these stakeholders had limited knowledge of human trafficking, the Center curated informational resources and helped the Ponca Tribe develop its own educational materials. The Center also worked with the stakeholder groups to provide guidance on strategic planning and develop preliminary strategic plans for the response teams that identify their mission, vision, and goals.
CUSTOMIZED COACHING TO ADDRESS FIELD NEEDS

Capacity building coaching is the foundation for all services the Center provides to communities. The Center works with an organization or tribe to identify the challenges they face as an organization and as part of a local network of victim service providers. In considering the community, the Center strives to increase capacity and build complementary services, referral networks, and partnerships between and among organizations.

Requests for Center assistance in 2020 highlighted diverse capacity building needs with many organizations requiring foundational support. The Center’s proactive outreach provided insights into unique local and state barriers to applying for OVC human trafficking funding, such as state-level certification requirements, and the need to assist organizations with effectively navigating federal resources within their capacity constraints.
SECOND YEAR TIMELINE

The Center spent the year building relationships, resources, a Field Advisory Committee, partnerships, and remote service delivery. Following is a timeline of its second-year milestones.

October
- Initiated pilot work
- Began outreach to target tribal regions

November
- Provided coaching to pilot sites

December
- Presented at NCVC’s National Training Institute
- Began proactive outreach phase one

January
- Launched the Clearinghouse document library as an internal resource

March
- Established the Field Advisory Committee
- Planned for operational shifts due to COVID-19

February
- Participated in annual 2020 OVC Human Trafficking Grantee Meeting

April
- Offered coaching to victim service providers in phase one target states
- Hosted a webinar on Meeting a Match during COVID-19
- Spoke to new OVC minor- and youth-focused human trafficking grantees
### May
- Concluded pilot work and identified Center operational and strategic improvements
- Spoke at DOJ and HHS TTA Provider Meeting

### June
- Participated in listening session with American Indians Against Abuse and End Abuse Wisconsin
- Started to proactively onboard Center consultants

### July
- Began proactive outreach phase two
- Presented a virtual session at the Delaware 5th Annual Symposium on Human Trafficking, Immigration
- Recorded virtual session for the NCVC’s National Training Institute

### August
- Pursued opportunities to reach tribes through advocate organizations and communication
- Launched a new Sustainment Strategy Cohort to offer group coaching to three to five organizations over 90 days

### September
- Launched Center public website
- Hosted the first session in the Ask an Expert series on victim-centered, trauma-informed care
LOOKING AHEAD
GROWING THE CENTER

Over the past two years, the Center has established its foundation and built a niche within the anti-trafficking field. The Center’s pilot phase and proactive outreach to target states, tribal regions, and territories confirmed a need for curated coaching services to address an organization or tribe’s capacity to identify and serve all victims of human trafficking. The Center will continue to grow relationships, resources, partnerships, and remote services (as needed) in the year ahead.

Growing the Center in the coming year includes—

• Building relationships with local victim service providers, tribes, and territories through proactive outreach;

• Pursuing opportunities to build awareness of human trafficking among tribes with customized content and partnerships.

• Increasing awareness of OVC human trafficking funding and assisting organizations and tribes with building their capacity to respond to funding solicitations;

• Responding to requests from the field for assistance and offering group coaching through the Sustainment Strategy Cohort;

• Offering capacity building resources through a new public website;

• Developing resources on emerging issues and promising practices;

• Delivering virtual education through the Center’s Ask an Expert Series;

• Offering coaching to tribal jurisdictions serving victims of crime increasing their capacity to pursue the OVC Tribal Victim Services Set-Aside Program; and

• Participating in webinars to share information on human trafficking and the Center.
THE CENTER IS -

**VICTIM-CENTERED**

The Center champions victim-centered services that create conditions of trust and respect to empower victims to reclaim their lives and move toward self-sufficiency and independence.

**COACHES**

We partner with organizations in a collaborative and creative process to build their capacity to serve all victims of human trafficking.

**NAVIGATORS**

We help organizations navigate the broad range of financial resources, service delivery, and provider networks available to support their work with victims of all forms of human trafficking.

**NETWORKERS**

We help increase the connectivity within a community, assisting local organizations with building their network to offer a more comprehensive response to the needs of all victims of human trafficking.

**CULTURALLY AWARE**

We work within American Indian and Alaska Native infrastructure to develop approaches that align with cultural values while honoring and respecting American Indian and Alaskan Native practices.

**INCLUSIVE**

We work with organizations and tribes to help them best serve all victims of human trafficking.