



FREE THE SLAVES

A founding
organization of the
modern anti-slavery
movement



2021
2031

STRATEGIC PLAN

ACRONYM LIST

ATEST	Alliance to End Slavery and Trafficking
CLI	Community Liberation Initiative
CLM	Community Liberation Module
CLT	Community Liberation Toolkit
CBO	Community Based Organization
CSO	Civil Society Organization
DR	Dominican Republic
DRC	Democratic Republic of the Congo
FIES	Food Insecurity Experience Scale
FTS	Free the Slaves
HQ	Headquarters
ILO	International Labour Organization
IO	International Organization
IOM	International Organization for Migration
IT	Internet Technology
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PFC	Pathfinder Countries
PIO	Public International Organization
SDG	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant, Time-Bound
SWOT	Strengths, Weaknesses, Opportunities, Threats
TIP	Trafficking in Persons
ToC	Theory of Change
TVPA	Trafficking Victims Protection Act
UN	United Nations
UDHR	Universal Declaration of Human Rights
UNODC	United Nations Office on Drugs and Crime

ORGANIZATIONAL VALUES

INTEGRITY:

Free the Slaves (FTS) works with high moral principles as one structured team.

COLLABORATION AND COMPASSION:

We work with trust, respect, and willingness, and treat everybody with absolute justice, equity, and respect.

COMMITMENT TO EXCELLENCE:

We work hard, adapt, and learn consistently.

RESPECT FOR HUMAN RIGHTS:

We are guided by fundamental human rights standards and principles.



PART 1

INTRODUCTION & BACKGROUND

40.3
MILLION
VICTIMS OF
MODERN
SLAVERY
GLOBALLY

1.1

FREE THE SLAVES' APPROACH

Recent estimates suggest that there are approximately 40.3 million victims of modern slavery globally; of which, more than sixty percent (24.9 million) are trapped in situations of forced labor.^{1,2}

A leading anti-trafficking organization, Free the Slaves (FTS) has more than twenty years of experience working against the factors that contribute to modern slavery and has successfully mobilized community-based responses in the Democratic Republic of the Congo (DRC), Ghana, Mauritania, Senegal, Uganda, India, Nepal, Brazil, Dominican Republic (DR), Haiti, Vietnam and Kenya. In tandem with grassroots partner organizations, government agencies, and the media, **FTS provides educational, vocational training, and other essential services that support communities, including survivors.** FTS' Community Liberation Model (CLM) provides scalable opportunities for mainstreaming anti-slavery strategies in communities where slavery is worst.

For programming purposes, modern slavery refers to situations where one exercises

ownership through power over another individual. **FTS also makes use of the following sociological definition: forcing a person to provide labor or sexual service under the threat of violence or other serious harm, for little to no pay, where the person cannot walk away.** In its 2017 *Global Estimates of Modern Slavery*, the International Labour Organization (ILO), the International Organization for Migration (IOM), and the Walk Free Foundation noted that modern slavery is not defined in law and is used as an umbrella term that includes forced labor, debt bondage, forced marriage, other slavery and slavery-like practices, and human trafficking.³

Our experience addressing slavery at the community level has provided insight into the various economic, social, cultural, and legal conditions that increase vulnerability to slavery, including poverty, climate change, war and conflict, globalization, and migration, as well as other social and economic rights aligned with the United Nations (UN) Sustainable Development Goals (SDGs).

1 See Global Estimates of Modern Slavery, Alliance 8.7, ILO, IOM and Walk Free, Geneva, 2017.

2 Forced to work under threat or coercion as domestic workers, on construction sites, in clandestine factories, on farms and fishing boats, in other sectors, and in the sex industry.

3 Please see [here](#) for a complete list of definitions.

Through these interdisciplinary lenses, FTS works to end the conditions that allow modern slavery to persist. Many of these root causes have been exacerbated due to COVID-19, and the full effects of this pandemic will still emerge in the coming years.

The Theory of Change (ToC) included in this document serves as a guiding framework for different projects and programs by outlining the various pathways that exist to address modern slavery locally and globally in a systemic and transformative way. Our ToC argues that the eradication of modern slavery is most feasible by changing the contributing conditions, including poverty, lack of access to basic health, legal, and social services, food insecurity, limited opportunities for education and employment, as well as gender inequality and harmful social norms. Addressing these contributing conditions will protect and promote the human rights of people trapped in modern slavery, including survivors. FTS also recognizes the inextricable link between racial injustice and modern slavery. Racial oppression and inequality have forced many marginalized

groups into extreme poverty, with limited access to opportunities and resources. As they encounter a range of institutional barriers, they are particularly vulnerable to modern slavery. FTS' approach recognizes the importance of survivor influence in the modern-day slavery space. This strategic plan details the steps to develop and implement projects responding to FTS' strategic direction, from the initial project identification to closure. By aligning projects with FTS' overarching priorities and incorporating monitoring and evaluation (M&E) to assess program impacts, FTS aims to develop a more integrated response to addressing modern slavery and trafficking. The ToC outlined in this document derives from FTS' **Vision** (*A world free from modern slavery*), **Mission** (*End the conditions that allow modern slavery to exist*), and **Primary Function Statement** (*FTS draws upon its years of experience to deploy new approaches to support community-led modern slavery responses that address the root causes of vulnerability to exploitation and strengthen stakeholder capacity to resist modern slavery, mobilize coalitions, and advocate for change at all levels*).



1.2 GLOBAL ESTIMATES

It is estimated that the 40.3 million people, including men, women, and children, were enslaved in 2016, a figure that is likely to have risen in recent years due to world crises, most recently the COVID-19 pandemic.⁴ More than half of the people reported to be exploited were allegedly in situations of forced labor, and more than one-third were living in a forced marriage, where some may have been subjected to multiple forms of exploitation. Human trafficking is

the third largest profit-making business in the world, only after drugs and arms trafficking. Most people being trafficked are women and children, who are more likely to be forced into situations of sexual exploitation or sexual slavery, forced prostitution, etc. It is also important to consider that considerable gaps in data collection for modern slavery remain. **These estimates do not take into account other forms of exploitation, such as child marriage and child soldiers, for example.**

1.3 SLAVERY AND HUMAN RIGHTS

Human rights doctrines, including the Universal Declaration of Human Rights (UDHR), specifically address the need to combat modern slavery in all of its forms. Article 4 of the UDHR states: “None should be held in slavery or servitude; slavery and slave trade should be prohibited in all their forms.”⁵ Slavery, forced labor, child labor, and human trafficking are serious human rights violations. These harmful practices strip human beings of their inherent dignity and the equal and inalienable rights as members of the human community, which are the foundation of freedom, life, justice, and peace in the world.

Several human rights instruments have since been developed, where some of the policies are on a regional, national, and global level. The most well-known include the Palermo Protocol, the UN Sustainable Development Goals (SDGs), and the UN Security Council Resolution 2388, as well as Article 7 of the Rome Statute of the International Criminal Court. Some of these policies have yet to fully, effectively address modern slavery due to many reasons, including the implementation gap and its lack of transformative potential. The Palermo Protocol, for example, is limited in outlining support for victim rehabilitation and providing a holistic overview of the issue of modern slavery.

1.4 SDGS AND HUMAN RIGHTS

Grounded in international human rights law, the UN Sustainable Development Goals (SDGs) reflect fundamental human rights principles, including eradicating discrimination in all its forms. The SDGs further advance the protection and promotion of human rights for all people and serve as an agenda for the furthering of human dignity and equality. This SDG framework is **universal** as it applies to all; it is **transformative** as it is human rights based, people-centered, and gender sensitive; it is **comprehensive** as it covers all issues related to human rights; and, it is **inclusive** as it includes everybody without discrimination or exclusion.

Inspired by the SDG agenda, FTS’ work applies these fundamental human rights standards and principles.

FTS’ approach addresses slavery at its roots by focusing on changing the conditions that allow modern slavery to persist. One of the principal conditions the SDGs address is poverty elimination (Goal #1).

In working to equip vulnerable communities with the means for livelihood development and capacity building, FTS supports communities to sustainably eradicate poverty and long-term exploitation. Likewise, FTS advances the SDG 8, Target 7, “taking immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms” by convening modern slavery stakeholders through its coordination of Alliance 8.7.⁶

4 Global Slavery Index, 2018. <https://www.globalslaveryindex.org/2018/findings/global-findings/>

5 Universal Declaration of Human Rights: <https://www.un.org/en/universal-declaration-human-rights/>

6 Alliance 8.7. <https://www.alliance87.org/target-8-7/>

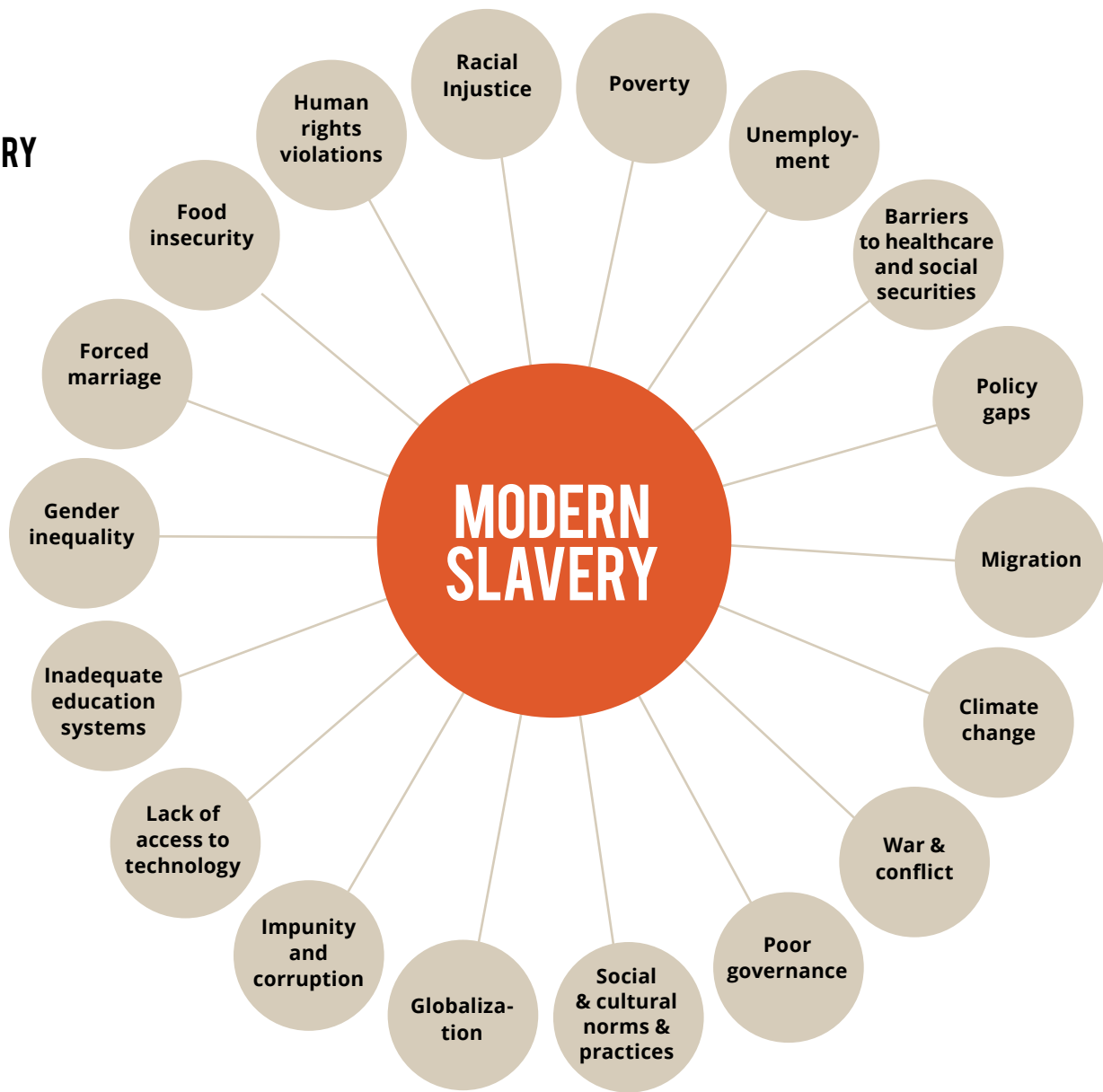
1.5

THE CAUSES OF MODERN SLAVERY

Modern slavery arises as a result of an array of economic, social, cultural, and legal conditions that create the state of vulnerability in which those who are enslaved find themselves. FTS believes

that these conditions are in part due to global trends related to poverty, climate change, war and conflict, globalization, migration, and other serious human rights violations, including the violation of social and economic rights.

DIAGRAM 1:
CAUSES OF
MODERN SLAVERY





Although it may be overlooked as a principal cause of modern slavery, **climate change** disrupts weather cycles and agricultural production, thereby negatively impacting sustained sources of livelihoods. As a result, the increased vulnerability can perpetuate forms of modern slavery and labor exploitation, as well as cause forced migration or, in extreme cases, starvation.⁷

War and conflict have wreaked havoc in different parts of the globe, be it the Horn of Africa, the Middle East, Central and Southeast Asia, North and Sub-Saharan Africa, and even the drug wars in Mexico and other places in Latin America. Wars conducted by informal armies, mercenaries, and armed warriors are particularly lethal to children, girls, and women, who are enslaved as comfort women or child soldiers.

The above-mentioned crises have a **migratory effect**, such as internal displacement, refugee flows, or irregular migration, which increases

the likelihood of enslavement. Many victims are often trafficked across borders through informal channels, adding another layer of vulnerability.

Poverty is perhaps the most basic and common cause of enslavement. People in extreme poverty are recruited through deception into economic sectors that are mostly informal, hidden from the public eye and scrutiny, and escaping persecution because of a lack of control due to the weakness, incompetence, or corruption of government. In all cases, debt and the need for cash are determining factors. In vulnerable communities, there is no access to formal credit. Modern slavery often recruits its victims through the offer of loans with incredibly high interest rates, with individuals offering to pay it off through bonded labor.

The vulnerability of entire communities is a manifestation of the total absence of a minimum set of social and human

7 Lerche, J (2011) The unfree labour category and unfree labour estimates: A continuum within low-end labour relations? Manchester Papers in Political Economy 10: 1–45.

rights protection measures. Those who are enslaved have **no recourse to justice, basic social services and/or food security** and their enslavement condemns them to be exploited in totally informal sectors where no labor regulation exists, often surreptitiously integrated into the supply chains of the **globalized economy**. Globalization also pushes different economic sectors to foster competition without regulation, creating incentives for turning a blind eye to porous supply chains that often include forced labor at different points in the production of goods and services.

Social and cultural norms and practices also play an important and an all-pervasive role in the process. There are communities that have not received any type of formal or informal educational services or support that could help dispel some of the misconceptions and attitudes they have about their plight. Furthermore, there are families that have been in bondage for more

than one generation and have normalized the situation and their way of life. Among certain communities, there are harmful gender norms that are prevalent. There is misinformation and ignorance about the existence of laws and rights. All of these factors affect the capacity of communities to resist enslavement, and the acquisition of simple skills and knowledge can help individuals obtain other forms of livelihood and become resilient to slavery.

Finally, FTS recognizes that the causes of modern slavery are interrelated, interdependent, and may mutually reinforce each other. As a result, FTS programs adopt a holistic approach, which takes into account contextual information that results in different realities experienced by each community affected by modern slavery. In doing so, we can address the conditions that allow modern slavery to exist as they manifest themselves in each place where we work.

1.6 LESSONS LEARNED

Since its founding in 2000, FTS has witnessed important progress in the fight to abolish modern slavery. Most countries have adopted policies and enacted laws opposing slavery, aligning themselves with international agreements designed to eradicate it. There has also been an increase in the resources allocated to prevent and respond to the crime, and, with that, came an increase in the number of counter-trafficking organizations.⁸ FTS' work has been focused on communities that are more affected by slavery and has helped build resilience and the resistance to slavery in these communities. The vulnerability to modern-day slavery has been persistent and exacerbated by many factors, including the COVID-19 global pandemic, the lack of effective anti-modern slavery policy implementation at regional, national and global levels, corruption, effective mobilization, and so on.

FTS continues to adopt a community-based approach to its programming. The evidence collected during the last twenty years has shown that, if vulnerable communities

strengthen their capacity to prevent and resist slavery, the conditions that allow modern slavery to persist can be overcome. Even though the global response remains inadequate and the resources available are but a small fraction of the profits accruing to traffickers, FTS believes that changing the conditions that allow modern slavery to persist will undoubtedly lead to the eradication of slavery at scale (if possible, hopefully by the 2030 target set forth in SDG 8.7). The strategy for meaningful progress requires targeted strategies on policy, behavior, and cultural changes, as well as supporting survivors and acting in partnerships and coalitions, with civil society and international organizations, governments, the media, and the private sector while emphasizing the link between the modern slavery, human rights, and the SDGs.

The harsh realities observed by FTS help to shed some light on the human suffering that takes place in different localities affected by modern slavery in Africa, Asia and the Pacific, and the Americas.

8 See <http://freedomfund.org/wp-content/uploads/Donor-Mapping-Report-for-web-FINAL-30March16-1.pdf>

For example, **IN SENEGAL,** rapid urbanization and poverty have created opportunities for unscrupulous traffickers to recruit children and put them on the street as beggars under the guise of religious training. Religious students (*talibés*) and other children, including some as young as five, are sent into urban and peri-urban areas to beg for food, money, and other necessities.

INGHANA, research conducted in 2017 revealed widespread trafficking in the thirty-four communities where FTS works. In one village, every household reported at least one child subjected to trafficking or exploitation. Thousands of children are trafficked into dangerous conditions in **Ghana's** fishing industry.

IN HAITI, *restavèk* is a traditional system in which Haitian children from impoverished homes are sent by parents to live with other families and work for them as domestic servants. Ideally, the child is enrolled in school by the host household and treated like one of the family. However, this often does not happen. For many children, the day is filled with chores, where even the youngest are often laboring for fourteen hours a day for no pay.

Debt bondage has been identified as a prevalent means of enslavement. **IN INDIA,** debt-bondage slavery is illegal according to national law, but authorities don't always enforce the law. Slaves are chained to an illegal financial obligation that they are then forced to repay through endless labor. If unrelenting psychological pressure fails, slave holders enforce their grip through direct violence. An entire family is forced to work for the relative that holds the debt.



IN BRAZIL, slave brokers called *gatos*, posing as legitimate labor recruiters, lure people with false promises into traveling far from home. Once they arrive, workers are saddled with “debts” for food, transportation, and tools to do the job—debts that they can never realistically repay.

IN THE DOMINICAN REPUBLIC, people of Haitian descent face widespread discrimination, and many are enslaved in the agricultural, construction, and tourism industries.

IN NEPAL, which depends considerably on remittances, trafficking places young Nepalese women in domestic servant jobs in Persian Gulf countries. Others head to Malaysia and Indonesia, where manual laborers are in high demand. For many job seekers, the journey leads to dehumanizing abuse.

IN THE DEMOCRATIC REPUBLIC OF THE CONGO, women and girls are often trapped in forced marriages. The military conflict has created a climate in which armed combatants flout the law with impunity, routinely forcing women and girls into marriage against their will.

PART 2

THEORY OF CHANGE

2.1

PRIMARY FUNCTION STATEMENT

Free the Slaves' Primary Function

INNOVATIVE COMMUNITY- LED PROGRAMMING AND ADVOCACY

Primary Function Statement:

FTS draws on its years of experience to deploy new approaches to support community-led modern slavery responses that address the root causes of vulnerability to exploitation, and to strengthen stakeholder capacity to resist modern slavery, mobilize coalitions, and advocate for change from the local to global level.

We use:


- Proven methods to build the capacity of local partners and other stakeholders
- Evidence-based programming & advocacy
- Effective leadership at all levels to support anti-slavery coalitions
- Survivor-influenced and innovative approaches that seek to expand FTS' reach both locally and globally

We achieve this through strategic programs:

- Partnerships and services
- Training and capacity building
- Research
- Advocacy

We develop key tools:

- Community Liberation Toolkit to build the capacity of local community to respond to modern slavery
- Innovative research methods
- Advocacy strategies



2.2

THEORY OF CHANGE

FTS is committed to be an active participant and leader in the modern abolitionist movement, but it also aspires to expand and maintain its operations through the implementation of specific projects. In order to organize that process, the following Theory of Change (ToC) has been developed to provide a framework for the different projects. It is the latter that will define concrete pathways to change in communities affected by modern slavery.

The ToC framework is designed as a multi-layered structure that derives from FTS' **Vision** (*A world free from modern slavery*), **Mission** (*End the conditions that allow modern slavery to exist*), and **Primary Function Statement** (*FTS draws upon its years of experience to deploy new approaches to support community-led modern slavery responses that address the root causes of vulnerability to exploitation, and strengthen stakeholder capacity to resist modern slavery, mobilize coalitions and advocate for change at all levels*) (See Diagram 2).

The intermediate layers, specifically the **Goal Statement**⁹ (*End the conditions that allow modern slavery to exist in local communities*), **General Objective Areas**¹⁰ (*Community Engagement, Policy and Advocacy, Movement Building, and Research*) and **Specific Objective Areas**¹¹

(e.g., mobilization, evidence generation, training, and technical assistance) are not results areas in which FTS could claim sole responsibility for, but rather consider itself a contributor. Hence, it will share accountability and attribution with other partners and allies. FTS would be more accountable for specific objectives and activities and could bring forward actions related to facing challenges caused by the COVID-19 pandemic in the Specific Objective Areas. This ToC can be revisited at any time. It has not been designed exclusively to cover only the period 2021 – 2031. It can go beyond that, providing guidance to upcoming project proposals whose life span might indeed cover beyond the period 2021 – 2031.

FTS' ToC argues that the eradication of modern slavery is best achieved if we address the conditions that allow modern slavery to persist. For this

9 Goal Statement is defined as an "impact in the status of the population that is reached in a time span of ten years or more."

10 General Objective Area is defined as a "change in the institutional norms, capacities and policies, as well as socially availed behaviors in a time span of three to five years."

11 Specific Objective Area is defined as a "change in the type of services and products that are available to specific populations, change of capacities, knowledge and skills, and practices of specific groups in a time span of one to three years."

reason, we have elaborated a Goal Statement that emphasizes such an approach. However, since there is a myriad of factors that could be included in the list of conditions, some precision as to which conditions should be prioritized has been introduced in order to focus FTS' efforts. The list includes challenges related to: a) poverty, b) barriers to basic social services and health care, c) racial injustice, d) food insecurity, e) education systems (formal and informal), f) unemployment, g) gender inequality, h) cultural and social norms and practices, i) corruption and impunity, j) climate change, k) technology, and l) human rights violations.

Local communities serve as the heart of the FTS' programming. While a local community is defined as a group of interacting people living in a common location, the word is also often used to refer to a group that is organized around common values and is attributed with social cohesion within a shared geographical location, generally a social unit larger than a household. **Target groups for outcomes** are the members of the local communities, including men, women, and children affected by modern slavery. FTS programming,

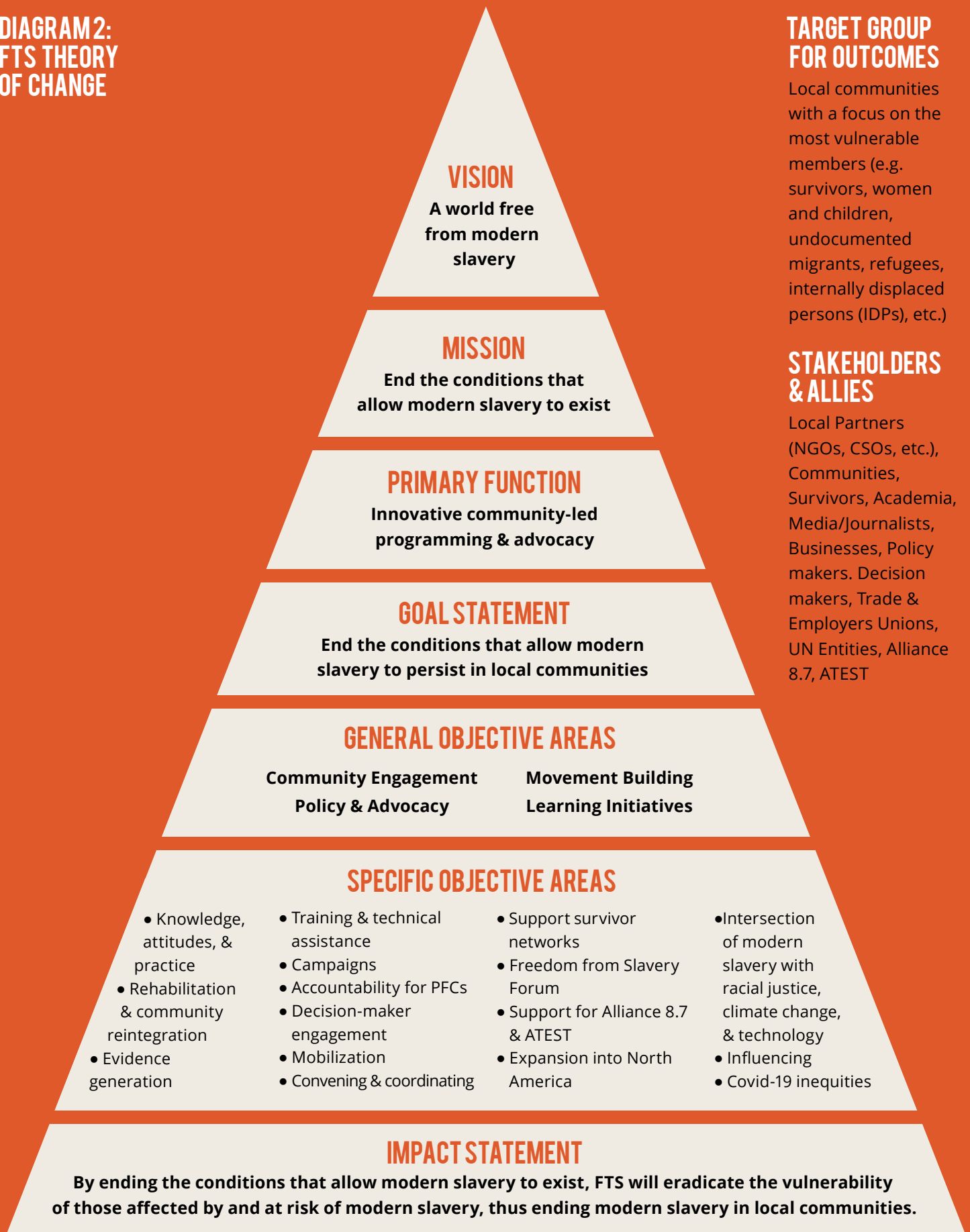
implementation, and impact focus on the most vulnerable groups. In line with this, FTS' programs emphasize survivor influence in the modern-day slavery spaces, starting at the community level and extending their impact to a global level.

Survivor-Centered Response Services.

Modern slavery can have both short- and long-term effects and, for some individuals, the impact can last a lifetime. FTS recognizes that its impact extends far beyond the individual level, affecting entire families and even communities. We work with partners to deliver critical services to victims and survivors of modern slavery, including, but not limited to, rescues, rehabilitation and socioeconomic reintegration, health care, psychosocial support, food security, etc. FTS applies a holistic, people-centered approach to service delivery that focuses on improving community resilience, restoring dignity for victims, effectively applying human rights principles, and encouraging survivor participation at the local, national, and global levels. In doing so, we ensure that the values of justice, human rights, sustainability, and inclusiveness are applied.



DIAGRAM 2: FTS THEORY OF CHANGE



2.3

ASSUMPTIONS

THE FOLLOWING ASSUMPTIONS OUTLINE FTS' THEORY OF CHANGE:

ASSUMPTION 1

Communities have the ability to change their conditions when equipped with appropriate knowledge, tools, and skills, are mobilized, and are supported by allies and partners.

ASSUMPTION 2

Context-specific and locally owned solutions are the bedrock of the movement to end modern slavery; without them, ending modern slavery is impossible.

ASSUMPTION 3

Local, national, and global coalitions are vital to ending the multiple conditions that allow modern slavery to persist.

ASSUMPTION 4

National and global movements against modern slavery with input from community members (including victims and survivors) can be enabled.

ASSUMPTION 5

Survivors are fully engaged and actively participating in the movement to end modern slavery, from the community to the global level.



2.4

FTS GOAL STATEMENT, PRIORITIZED CONDITIONS, AND INDICATORS

With the Goal Statement and prioritized conditions, FTS' intention is to provide its global, regional and national teams and partners with priority human rights and development issues that will help eradicate and prevent modern slavery and sustain the lives of those still enslaved and those who have been freed. FTS will be able to make a modest contribution to changing conditions or reversing negative trends at the regional, national, or global level. It will do so primarily by acting on project-based specific objectives limited to specific territories and communities.

For the Goal Statement to be monitored, we have chosen indicators that are related to the specific conditions mentioned above.

These indicators measure progress towards the elimination of the conditions that allow slavery to persist in local communities, thus, eradicating modern slavery. The indicators that will be used are extracted from the list of indicators that have been agreed to by UN Member States in order to follow up on the implementation of the SDGs. However, we should bear in mind that "the SDGs and the Human Rights system are mutually reinforcing. While the latter ensures the binding stamp and, most importantly, monitoring and accountability mechanisms, the SDGs give visibility to the rights and put in evidence the needed indivisible approach to all human rights."¹² Since FTS considers itself primarily as a human rights and equal justice organization, it is important that we are maintaining an approach that is human rights based, people-centered, and gender sensitive. Modern slavery and the cause of human rights violations are inextricably linked to each other, and many of the international agreements, conventions, and protocols that serve as a fulcrum to eliminate trafficking,

forced labor, modern slavery, and all forms of exploitation derive from human rights instruments.

In fact, the great advantage that the anti-slavery movement has is that there are few or no voices that will contest these principles and standards, and the main challenge is not so much enshrining them in policies, but primarily implementing them.

We refer to instruments such as:

- a) UN Slavery Convention (1926);
- b) ILO Forced Labour Convention, 1930 (No. 29);
- c) Supplementary Convention on the Abolition of Slavery, the Slave Trade, and Institutions and Practices Similar to Slavery (1956);
- d) United Nations Convention on the Rights of the Child;
- e) ILO's Worst Forms of Child Labor Convention, 1999 (No.182);
- f) The Beijing Declaration and Platform of Action;
- g) Protocol to Prevent, Suppress and Punish Trafficking in Persons (2003); and
- h) US Victims of Trafficking and Violence Protection Act (TVPA).

Taking this into account, FTS aims to empower and provide tools to:

- a) populations living in poverty or in marginalized communities with little or no presence of social services;**
- b) survivors, especially women and girls, young people, and children;**
- c) discriminated classes/castes, ethnicities, and races at the lower end of social hierarchies;**
- d) displaced populations, undocumented migrants, and refugees, and;**
- e) public officials, members of grassroots organizations, and movement partners that seek innovative ideas and solutions to end modern slavery.**

¹² "Transforming goals and aspirations into rights: the role of human rights systems in the Agenda 2030 for Sustainable Development." DIANOVA International Statement to the Council on Human Rights, January 2019.

TABLE 1:
GOAL
STATEMENT
AND EXAMPLE
INDICATORS

GOAL STATEMENT

End the conditions that allow modern slavery to persist in local communities.

Prioritized conditions to address include, but are not limited to, poverty, access to basic social services (namely formal education and health), food insecurity, gender inequality, social and cultural norms and practices, unemployment, etc.

INDICATORS

- **SDG indicator 1.2.1:** Proportion of population living below the national poverty line, by sex and age
- **SDG indicator 1.4.1:** Proportion of population living in households with access to basic services
- **SDG indicator 2.1.2:** Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)
- **SDG indicator 3.8.2:** Household health expenditure as a percentage of total household income [or expenditure or consumption]
- **SDG indicator 3.c.1:** Health worker density and distribution
- **SDG indicator 4.1.2:** Completion rate (primary education, lower secondary education, upper secondary education)
- **SDG indicator 5.2.1:** Proportion of ever-partnered women and girls aged 15 years subjected to physical, sexual, or psychological violence by a current or former intimate partner in the previous twelve months, by form of violence and by age
- **SDG indicator 5.3.1:** Proportion of women aged 20–24 years who were married or in a union before age fifteen and before age eighteen
- **SDG indicator 5.3.2:** Proportion of girls and women aged 15–49 years who have undergone female genital mutilation/cutting, by age
- **SDGs indicator 8.5.2:** Unemployment rate, by sex, age, and persons with disabilities

2.5 GENERAL OBJECTIVE AREAS

FTS believes that to address the conditions listed above the organization should prioritize four areas:

- 1) Community Engagement,**
- 2) Policy and Advocacy,**
- 3) Movement Building, and**
- 4) Learning Initiatives.**

The first area acts on the capacity of vulnerable communities to prevent, be resilient against, and resist modern slavery. The second General Objective Area advocates for the enactment and implementation of anti-slavery policies, plans, and programs that are aligned with internationally agreed principles and standards, while the third implies accelerating change through constant and well-organized demand for change exercised by a plurality of anti-slavery activists and stakeholders. Finally, the fourth area explores new avenues in order to enhance the overall global response to modern slavery, including in the United States (e.g., the modern slavery racial justice nexus and the role of technology in facilitating and preventing trafficking).

One of the conditions that allows modern slavery to persist in local communities is the lack of revenue or resources (including underemployment and unemployment). Young people cannot find a means to generate

income and consequently fall prey to agents of certain economic sectors that engage in forced labor, enslavement, and trafficking. At the level of community engagement, FTS would foster the creation of opportunities for young people to find a livelihood in specific communities, with practical training and capacity building. At the policy level, FTS would engage with local, regional, and national policy makers and service providers to advocate for the accountability of those responsible for slavery, the creation of broader programs that target young people who are at risk, programs and services that target survivors of modern slavery, effective policy implementation, and so on. Since pressure for policy implementation is a complex matter, the participation and the provision of leadership in broad based movements and coalitions are designed to set the mechanisms of policy implementation in motion. Policy is not considered an end in itself, but as a means to reach concrete action, where the primary objective is to close the policy gap. The new measures necessary to confront the COVID-19 pandemic ought to be included in the new editions of these policies.

Each one of these General Objective Areas includes a set of indicative statements that can guide the formulation of indicators during program and project development.

1 COMMUNITY ENGAGEMENT

For the **first General Objective Area (Community Engagement)**, the rationale is that **community organization is a necessary condition to take action, raising awareness, mobilizing, building knowledge, and changing attitudes and behaviors that are deeply ingrained in traditional patriarchal norms**, as well as strengthening the role of local services to prevent and resist modern slavery. Awareness and knowledge are measured through the application of some of the tools that exist in the FTS Community Liberation Model (CLM) toolkit, setting a baseline questionnaire and an end of intervention questionnaire for community members. Some of the behavioral issues related to the prevention of COVID-19 infections could be inserted in the period 2021 – 2031.

2 POLICY AND ADVOCACY

The **second General Objective Area (Policy and Advocacy)** contains indicative statements that refer to FTS' actions related to the alignment of policies with international standards. We also underline policy implementation and law enforcement (which includes dealing with corruption and impunity) and take into consideration that the latter cannot be done if there are not the necessary budgetary allocations. **These dimensions (implementation, enforcement, and budgeting) go a long way in the effort to address the issue of the policy gap, when policies are enacted but never acted upon.** Finally, it raises the question of having a plan and implementing it, built on the evidence that should be collected with the best tools, particularly surveys and other reliable methods.

3 MOVEMENT BUILDING

The **third General Objective Area (Movement Building)** aims at keeping FTS in a leadership position within CSO coalitions and representing them in Alliance 8.7 and ATEST (Alliance to End Slavery and Trafficking). It means keeping up the support and potentially expanding its capacity to fund field partner organizations. Importantly so, the role of FTS in sharing its experience with U.S.-based partners who exercise influence on the U.S. Congress and Executive Branch agencies that are in charge of combatting modern slavery, such as the TIP Office of the US State Department.

The Freedom from Slavery Forum is a unique space for CSOs, led by FTS to create opportunities for networking, learning and sharing, actionable commitments, and engagement. To increase access and democratize the space, the Forum will be regionally held, and the agendas will reflect local and regional priorities.

Working with Survivors to Build a Movement. For years, FTS and local partners have worked to rescue victims of modern slavery in different contexts, including bonded labor, fishing, brick kilns, street, and begging in different countries, including Ghana, India, Haiti, Dominican Republic, DRC, etc. We have supported local survivors of modern slavery in building their capacity and empowering them to advocate, know their rights, organize and be change-makers and participate, and lead the efforts to address modern slavery. We used a human rights approach to supporting survivors, ensuring their full dignity and gender sensitivity. In the new approach, FTS will build on the learning from its organizational experience and adapt to the context of empowering for leadership. FTS will create more opportunities for survivors at the local level to develop and lead on an agenda that will influence local, national, and global responses to modern slavery. Part of the opportunities will include ensuring the participation of survivors in the pathfinder process and that their agenda is included in the country commitments. FTS will use its position at the Alliance 8.7 to ensure that survivors' voices are heard and will work with survivors and affected communities to channel their agenda from the community level to the Alliance 8.7 and other key audiences, including the African Union, the UN Security Council, and other regional high-level audiences.

4 LEARNING INITIATIVES

The **fourth General Objective Area (Learning Initiatives)** presents an opportunity for FTS to strategically change the conditions that allow modern slavery to persist in local communities by exploring new programmatic initiatives that can enhance organizational effectiveness and learning, support the movement, or tackle some pressing issues that require FTS involvement. This area specifically includes, but is not limited to, exploring the issue of human trafficking in American Indian and Alaska Native communities as well as the nexus between racial justice and modern slavery in the United States and beyond.

In order to achieve these goals and objectives, FTS will combine financial and technical support to partners and communities with direct program

implementation. FTS teams now have the skills and the strategic capacity to design and implement programs in countries where we work in collaboration with our partners.

**TABLE 2:
GENERAL
OBJECTIVE
AREAS AND
EXAMPLE
INDICATORS**

GENERAL OBJECTIVE AREAS	INDICATORS
Promote, strengthen, and maintain community engagement to prevent slavery and maintain freedom	<ul style="list-style-type: none"> • Existence of grassroots community organizations that aim to prevent slavery and maintain freedom of persons liberated from slavery • Awareness of the community about the way in which its members may be enslaved • Knowledge of the rights of people with regards to modern slavery, particularly the rights of women and children • Existence of knowledge and practices that support the reintegration of freed slaves into society • Local authorities and service providers have the capacity to prevent slavery and integrate freed slaves into the community
Contribute to the creation and maintenance of policy environments that are conducive to the elimination of all forms of modern slavery	<ul style="list-style-type: none"> • Existence of national legislation that includes the relevant internationally agreements, conventions, and protocols enabling the eradication of modern slavery • Concrete actions taken by government agencies to implement laws against modern slavery, including anti-corruption and anti-impunity measures • Increased budgetary allocations to programs and actions aimed at preventing and eradicating modern slavery • Development and implementation of policies that are survivor-led and survivor-centered • Implementation of national modern slavery eradication plans, either as stand-alone plans or as part of broader national sustainable development plans • Existence of national statistics that allow stakeholders to monitor the prevalence of modern slavery • Degree of implementation of regional and global multilateral organizations' resolutions that reinforce the implementation of internationally agreed treaties, conventions, and protocols enabling the eradication of modern slavery • Expansion of national and international corporate sector-wide agreements to rid supply chains of the use of forced labor and modern slavery



TABLE 2
CONTINUING

GENERAL OBJECTIVE AREAS	INDICATORS
Strengthen the <u>anti-slavery movement</u> with a focus on survivor influence	<ul style="list-style-type: none"> • Exercise leadership roles in inter-institutional coordination mechanism in charge of advocating for the implementation of internationally agreed upon development objectives, humanitarian protocols, treaties, conventions, and protocols enabling the eradication of modern slavery • Increased resource mobilization for field partners • Meaningful participation of survivors in coalitions and alliances aimed at preventing and eradicating modern slavery, at the local, regional, national, and global level • Strategic provision of resources to the movement, including materials • Ensuring survivors' influence at both local and global levels
<u>Learning Initiatives</u>	<ul style="list-style-type: none"> • Establishment of meaningful partnerships with American Indian and Alaska Native organizations • Research studies exploring the modern slavery and racial justice nexus in the U.S. and globally • Analysis of the intersection of modern slavery and technology as well as climate justice • Address inequities related to COVID-19 through greater vaccine access and targeting communities disproportionately affected by the virus



2.6 SPECIFIC OBJECTIVE AREAS

The specific objective areas are the more immediate objectives that FTS' concrete project proposals will pursue. They are presented as generic **Specific Objective Areas** in the ToC to guide the specific objective statements that FTS project proposals will draft. It is in the project proposals where FTS expects SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) objectives to be crafted. We must bear in mind that this ToC is designed to fit FTS' business model, taking into account that it is a non-profit that funds its activity primarily through project proposals aimed at obtaining grants from government and non-governmental donors.

Each of the specific objectives is accompanied by a typology of activities that could be linked to them. This typology of activities provides the potential project drafters guidance as to what types of activities could be drafted in the project proposals.

We have also made a first mapping of the typology of activities using in parenthesis the strategy label to which it responds by using a letter code:

- a) PS = Partnerships & Services,**
- b) A = Advocacy,**
- c) T&CB = Training & Capacity Building, and**
- d) R = Research.**

**TABLE 3:
EXAMPLES OF
ACTIVITY TYPES,
BY GENERAL
AND SPECIFIC
OBJECTIVE AREA**

GENERAL OBJECTIVE AREA	SPECIFIC OBJECTIVE AREA	EXAMPLES OF ACTIVITIES
Community Engagement	Knowledge, attitudes, and practices	<ul style="list-style-type: none"> • Awareness raising events in communities (T&CB) • Dissemination of information materials (A) • Recruitment of survivors as advocates for the prevention and eradication of modern slavery (A) • Cultural animation for behavioral change (A)
Community Engagement	Rehabilitation and community reintegration	<ul style="list-style-type: none"> • Healthcare (PS) • Social services (PS) • Psychosocial services (PS) • Livelihood activities (PS) • Vocational training (PS) • Legal aid (PS) • Rescue missions, where possible (PS)
Community Engagement	Evidence Generation	<ul style="list-style-type: none"> • Investigate and identify vulnerability and needs to prevent slavery (R) • Quantitative surveys (e.g., household surveys) (R) • Qualitative research, including social mapping and participatory action research (R) • Organize and analyze available data relevant to understand modern slavery (R) • Project evaluations (R) • Monitoring and reporting on project progress, including performance indicators (R)



TABLE 3
CONTINUING

GENERAL OBJECTIVE AREA	SPECIFIC OBJECTIVE AREA	EXAMPLES OF ACTIVITIES
Community Engagement	Training and technical assistance	<ul style="list-style-type: none"> • Call in modern slavery experts in order to assist grassroots organizations, national and sub-national government organizations, and the private sector (T&CB) • Develop networks of experts, academic organizations, and think tanks in order to facilitate sourcing expertise to different stakeholders (A) • Share promising practices and lessons learned with coalition and alliance members (A) • Grants for grassroots organizations (T&CB) • Assessment of grassroots organizations and other field partners (PS) • Advice and recommendations for the improvement of organizational effectiveness of grassroots organizations and other field partners (PS) • Workshops for stakeholders (T&CB) • Development of training materials (T&CB) • Online training services (T&CB)
Movement Building	Convene and coordinate	<ul style="list-style-type: none"> • Organization of virtual and in-person meetings, conferences, and seminars (PS) • Lead the development of the Freedom from Slavery Forum and coalition agendas (PS) • Facilitation of virtual and in-person meetings, conferences, and seminars (PS) • Ensure resources are available for the members and ensure the sustainability of the Freedom from Slavery Forum and other coalitions (PS) • Mobilization of the public or part of the public (A) • Influencing key audiences, including decision-makers, media, and academics at state and federal levels on trafficking of vulnerable communities (A)
Movement Building	Survivor Networks	<ul style="list-style-type: none"> • Establish new and supporting existing survivor networks, especially in PFCs (PS) • Strategic capacity building for survivor networks (T&CB) • Support the development of survivor-influenced agenda at the local, national, and global levels (PS) • Provide opportunities for survivor influence from the local- to the global- level (T&CB)



TABLE 3
CONTINUING

GENERAL OBJECTIVE AREA	SPECIFIC OBJECTIVE AREA	EXAMPLES OF ACTIVITIES
Movement Building	Freedom from Slavery Forum	<ul style="list-style-type: none"> • Regional forums: Africa, Middle East and North Africa, Latin America, South and Southeast Asia, North America, Europe, and the Caribbean • Global forum • Coordination of the advocacy agendas • Resource mobilization
Policy & Advocacy	Campaigns	<ul style="list-style-type: none"> • Campaign to advocate for change for a specific issue (A) • Create and share stories digitally (A)
Policy & Advocacy	Influencing	<ul style="list-style-type: none"> □ Provide U.S. Government with experiential knowledge about the challenges faced by countries and communities in order to better target anti-slavery and trafficking measures (A) □ Influence specific policy agenda at local, regional, national, and global levels (A) □ Create a policy agenda that is based on local community needs and survivor-led agenda (A) □ Mainstream the modern slavery agenda at the UN Security Council, African Union, Organization of American States (OAS), Arab League, and the Association of Southeast Asian Nations (ASEAN)
Policy & Advocacy	Accountability for PFCs	<ul style="list-style-type: none"> □ Initiate the Pathfinder Commitment Watch to monitor the pathfinder commitments. □ Accountability for human rights violations related to modern slavery (A) □ Accountability for the PFCs' commitments as part of Alliance 8.7 (A) □ Mobilization of the public and other key stakeholders, including civil society, in the PFCs (A) □ Training of journalists on accountability for the PFCs (T&CB) □ Transparency mechanisms for PFCs (A)
Policy & advocacy	Mobilization	<ul style="list-style-type: none"> □ Mobilize local, regional, and global audiences or mobilize a specific audience for a specific issue (A) □ Research and mobilization around modern slavery induced racial inequality in the U.S. and beyond (R) (A)



TABLE 3
CONTINUING

GENERAL OBJECTIVE AREA	SPECIFIC OBJECTIVE AREA	EXAMPLES OF ACTIVITIES
Learning Initiatives	Expansion into the U.S.	<ul style="list-style-type: none"> □ Research into the modern slavery technology nexus (R) □ Awareness and mobilization around the trafficking of vulnerable groups in the U.S., specifically American Indian and Alaskan Native populations (A) □ Piloting the CLM among American Native and Alaska Native Communities (PS)
Learning Initiatives	Intersection of Modern Day Slavery (MDS) with racial justice, climate change, and technology	<ul style="list-style-type: none"> □ Pilot project on climate change induced slavery in local communities (R) (A) □ Pilot project on racially motivated slavery in the U.S. and globally (R) □ Nexus between technology policies and modern slavery (A)
Learning Initiatives	Addressing COVID-19 inequities	<ul style="list-style-type: none"> □ Campaigns on COVID-19 vaccine equity (A) □ COVID-19 vaccine programs in disproportionately affected communities (PS) □ Sustainable community protection from COVID-19 in modern slavery hotspots (PS)





COMMUNICATION STRATEGY

FTS' communication strategy focuses on digital communication and social media. Through branding, engaging with stakeholders, and increasing issue awareness, FTS sets the following communications objectives:

- 1. Foster an environment where more people are familiar with and support our work.**
- 2. Contribute to fundraising.**
- 3. Cultivate and strengthen relationships with our supporters.**
- 4. Effectively engage with the public.**
- 5. Influence the public and the movement.**

ANNEX 1. KEY DEFINITIONS

TERM	DEFINITION	SOURCE
TRAFFICKING IN PERSONS	<ul style="list-style-type: none"> • The recruitment, transportation, transfer, harbouring, or receipt of persons • By means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. • Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal of organs <p>The recruitment, transportation, transfer, harboring, or receipt of a child for the purposes of exploitation shall be considered “trafficking in persons” even if this does not involve threat, use of force, or coercion.</p>	Article 3(a) of the UN Trafficking in Persons Protocol (Palermo Protocol 2000)
SLAVERY AND SLAVERY-LIKE PRACTICES	<p>The status or condition of a person over whom any or all of the powers attaching to the right of ownership are exercised (Slavery Convention, 1926). In a supplementary convention (1968), States agreed that there are also “slavery-like practices,” which include debt bondage, forced or servile marriage, sale or exploitation of children (including in armed conflict), and descent-based slavery.</p>	The Slavery Convention (1926) and Supplementary Slavery Convention (1968)
FORCED LABOR	<p>All work or service which is extracted from any person under the menace of any penalty and for which the said person has not offered himself voluntarily. This does not include compulsory military service, normal civil obligations, penalties imposed by a court, action taken in an emergency, or minor communal services.</p>	ILO’s Forced Labour Convention, 1930 (No. 29) and Convention Concerning the Abolition of Forced Labour, 1967 (No. 106)
WORST FORMS OF CHILD LABOR	<p>(a) all forms of slavery or practices similar to slavery, such as the sale and trafficking of children, debt bondage and serfdom and forced or compulsory labour, including forced or compulsory recruitment of children for use in armed conflict;</p> <p>(b) the use, procuring or offering of a child for prostitution, for the production of pornography or for pornographic performances;</p> <p>(c) the use, procuring or offering of a child for illicit activities, in particular for the production and trafficking of drugs as defined in the relevant international treaties;</p> <p>(d) work which, by its nature or the circumstances in which it is carried out, is likely to harm the health, safety or morals of children (i.e., “harmful or hazardous”).</p>	ILO’s “Worst Forms of Child Labor” ILO Convention 182, Article 3

TERM	DEFINITION	SOURCE
FORCED MARRIAGE	<p>A union of two persons where at least one of whom has not given their full and free consent to the marriage.</p> <ol style="list-style-type: none"> 1) A woman, without the right to refuse, is promised or given in marriage on payment of a consideration in money or in kind to her parents, guardian, family or any other person or group. 2) The husband of a woman, his family, or his clan, has the right to transfer her to another person for value received or otherwise. 3) A woman on the death of her husband is liable to be inherited by another person; based on religious practices and cultures. 	<p>UN Convention on Consent to Marriage (1964)</p> <p>UN Supplementary Convention on Abolition of Slavery (1956)</p>
AUDIENCE	All identified stakeholders, internal and external, who are intricately tied to the FTS' overall success.	FTS
COMMUNITY	A group of people who interact with one another, for example, as friends or neighbors. This interaction is typically viewed as occurring within a bounded geographic territory (e.g., neighborhood or city). Community members often share common values, beliefs, or behaviors.	Christensen, Karen, and David Levinson (2003) ¹³
DISCRIMINATION	Any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in the employment or occupation	ILO, Discrimination (Employment and Occupation) Recommendation, R111, 25 June 1958, R111
EQUALITY	All people have the same worth and must be treated equally, regardless of ethnicity, sexual orientation, etc. Equal rights refer to the officially recognized equality of individuals before the state, the law, and the courts.	FTS
GLOBALIZATION	Refers to the increasing interdependence of world economies as a result of the growing scale of cross-border trade of commodities and services, flow of international capital, and wide and rapid spread of technologies. It also captures in its scope the economic and social changes that have come about as a result.	UNDP, 2000 ¹⁴
RACIAL JUSTICE	The systematic fair treatment of people of all races that results in equitable opportunities and outcomes for everyone. All people are able to achieve their full potential in life, regardless of race, ethnicity, or the community in which they live.	FTS

13 Christensen, Karen, and David Levinson. 2003. Encyclopedia of community: From the village to the virtual world. Thousand Oaks, CA: SAGE.

14 Gao Shangquan. 2000. "Economic Globalization: Trends, Risks and Risk Prevention." Economic & Social Affairs. https://www.un.org/en/development/desa/policy/cdp/cdp_background_papers/bp2000_1.pdf

TERM	DEFINITION	SOURCE
SURVIVOR	Refer to someone who has gone through the recovery process, or when discussing the short- or long-term effects of modern slavery.	Adapted from Rape, Abuse & Incest National Network (RAINN)
TECHNOLOGY	The social and technical ecosystem wherein individuals use information and communication technologies to engage in as well as prevent and respond to modern slavery and related behaviors.	FTS
VICTIM	Used when referring to someone who has recently been affected by modern slavery; when discussing a particular crime; or when referring to aspects of the criminal justice system.	Adapted from RAINN
VULNERABILITY	Susceptibility to harm of certain people relative to others as the result of exposure to a certain type of risk. There are at least four dimensions in which vulnerability manifests: 1) individual factors (e.g., age, gender, ethnicity), 2) family and household factors (e.g., internal family dynamics), 3) community factors (e.g., cultural attitudes and the natural environment), and 4) structural factors (e.g., legal structures and broader social stability)	IOM, "IOM Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse," 2018





FREE THE SLAVES STRATEGIC PLAN 2021-2031

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