



FREE THE SLAVES

A founding
organization of the
modern anti-slavery
movement

A photograph of a young boy in a small wooden boat on the water. The boy is looking back over his shoulder. The image is framed by orange borders on the top, bottom, and sides.

2021
2031

STRATEGIC PLAN
SUMMARY

ORGANIZATIONAL VALUES

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

Commitment to excellence: We work hard, adapt, and learn consistently.

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

Respect for human rights: We are guided by fundamental human rights standards and principles.

PRIMARY FUNCTION

INNOVATIVE COMMUNITY-LED PROGRAMMING AND ADVOCACY.

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

VISION
A WORLD FREE
FROM MODERN
SLAVERY.

MISSION
END THE
CONDITIONS THAT
ALLOW MODERN
SLAVERY TO
EXIST.

CONTEXT

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, 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 Africa, Asia, Latin America, and the Caribbean. FTS' 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 Sustainable Development Goals (SDGs). Through these interdisciplinary lenses, FTS works to end the conditions that allow modern slavery to persist. FTS is an active participant and leader in the modern abolitionist movement, aspiring to expand and maintain operations through the implementation of specific projects.

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.



40.3 MILLION VICTIMS OF MODERN SLAVERY GLOBALLY

THEORY OF CHANGE (TOC) STATEMENT

FTS programs work to achieve systemic and transformational change at local and global levels. The eradication of modern slavery is best achieved if we address the conditions that allow modern slavery to persist. These conditions include poverty, barriers to basic social services and health care, racial injustice, food insecurity, education systems (formal and informal), unemployment, gender inequality, cultural and social norms and practices, corruption and impunity, climate change, misuse of technology, war and conflict, human rights violations, and so on.

FTS programs adopt a holistic approach, which takes into account contextual information that results in varying realities experienced by each community affected by modern slavery.

THE FOLLOWING ASSUMPTIONS OUTLINE THE TOC:

- 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.
- Context-specific and locally owned solutions are the bedrock of the movement to end modern slavery; without them, ending modern slavery is impossible.
- Local, national, and global coalitions are vital to ending the multiple conditions that allow modern slavery to persist.
- National and global movements against modern slavery with input from community members (including victims and survivors) can be enabled.
- Survivors are fully engaged and actively participating in the movement against modern slavery, from the community to the global level.

GOAL STATEMENT END THE CONDITIONS THAT ALLOW MODERN SLAVERY TO EXIST IN LOCAL COMMUNITIES.

FTS AIMS TO EMPOWER AND PROVIDE TOOLS FOR:

- 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.

EXAMPLES OF INDICATORS:

Proportion of population living below the national poverty line, by sex and age (SDG 1.2.1); Unemployment rate, by sex, age, and persons with disabilities (SDG 8.5.2); Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (SDG 2.1.2).

GENERAL OBJECTIVE AREAS

COMMUNITY ENGAGEMENT

(mobilizing, building knowledge, changing attitudes and behaviors, and strengthening the role of local services to prevent and resist modern slavery),

POLICY AND ADVOCACY

(transparency and accountability for pathfinder countries, influence policy change and implementation at all levels),

MOVEMENT BUILDING

(Freedom from Slavery Forum, locally-based survivor networks, ATEST, and other coalitions),

LEARNING INITIATIVES

(nexus between racial justice and modern slavery, human trafficking in the Indian native communities, nexus between modern slavery and climate change).



KEY PROGRAM OBJECTIVES AND AREAS (TYPOLOGIES)

FTS' background in addressing slavery at the community level has provided insight into the various economic, social, cultural, and legal conditions that increase vulnerability to modern slavery, including poverty, climate change, war and conflict, globalization, migration, as well as other social and economic rights aligned with the SDGs, including SDG 8.7. 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. Inspired by the SDG agenda, FTS' work applies fundamental human rights standards and principles.

BY FOCUSING ON ADDRESSING SLAVERY AT ITS ROOTS, FTS WORKS TO CHANGE THE CONDITIONS THAT ALLOW MODERN SLAVERY TO PERSIST.

One of the principal conditions the SDGs address is poverty elimination (*Goal #1*). By working to equip vulnerable communities with means for livelihood development and capacity building, FTS supports communities to sustainably eradicate poverty and exploitation long term. FTS programs will work to advance target 8.7.

PROGRAM TYPOLOGIES, DESCRIPTION

FTS FOCUSES ON FIVE CORE TYPOLOGIES:

1. POLICY AND ADVOCACY:

Ensuring transparency and accountability for pathfinder country commitments and action plans to achieve SDG 8.7, and influence change at local and global levels.

Examples: empowering journalists, lawyers, and human rights advocates, monitoring and reporting in pathfinder countries.

2. TRAINING AND CAPACITY BUILDING:

By providing targeted and tailored training and technical assistance, FTS seeks to equip grassroots organizations with the knowledge and skills required to respond to gaps in modern day slavery response from the community to the national level.

Examples: training anti modern slavery activists and communities on the FTS community liberation toolkit.

3. PARTNER- SHIPS AND SERVICES:

In partnership with grassroots organizations, FTS delivers an optimal mix of evidence-based, locally driven interventions, including service delivery, that fits each community's unique needs.

Examples: conducting rescues of victims of human trafficking and forced labor; providing reintegration and rehabilitation services to survivors.

4. RESEARCH:

Through community-based, participatory research, FTS combines knowledge and action to improve responses to

modern slavery, primarily at the local level, and ensure that the voices of community members and survivors play a critical role in shaping programming and policy agendas at local and global levels.

Examples: publishing locally-based reports on new approaches responding to modern slavery.

5. MOVEMENT BUILDING:

Lead and provide space for the movement through coordination, engagement, and action of key stakeholders especially civil society organizations (CSOs).

Examples: organizing regional forums and coordinating regional and global agendas; strengthening local survivors' networks; coordinating the ATEST coalition.

SOME LEARNING INITIATIVES

present 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 issue that requires FTS involvement. This area specifically includes, but is not limited to, exploring (1) the issue of human trafficking in American Indian and Alaska Native communities in the United States, (2) the nexus between racial justice and modern slavery in the United States and beyond, and (3) the nexus between climate change and modern slavery in the United States and beyond.

TARGET GROUPS FOR FTS PROGRAM OUTCOMES:

local communities affected by the conditions that allow modern slavery to persist with the focus on the most vulnerable:

CHILDREN AND WOMEN, SURVIVORS OF MODERN SLAVERY, MIGRANTS, DISPLACED PERSONS, AND THE BROADER MOVEMENT TO END MODERN SLAVERY.

PROGRAM IMPLEMENTATION

FTS has long been implementing programs through financial and technical support to partners. As our teams have acquired knowledge and learning, depending on the

opportunity, FTS will implement its programs through a combination of direct implementation, and financial and technical support to partners and communities.

GEOGRAPHICAL AND PROGRAMMATIC ALIGNMENT OF THE TYPOLOGIES:

Typologies Legend:

1. Policy and Advocacy
2. Training and Capacity Building
3. Partnerships and Services
4. Research
5. Movement Building

West Africa:

Ghana (1-4),
Mauritania (1&2),
Senegal (3&4),
Benin (1-4):

Middle East & North Africa:

Tunisia (1&2),
Qatar (1&2),
Lebanon (1, 2 & 4), Jordan (2&3).

Latin America:

Honduras (1),
Mexico (1-4),
Dominican Republic (1).

Great Lakes:

DR Congo (1-4),
Rwanda (2).

East Africa:

Kenya (1-4),
Uganda (1&2),
Ethiopia (4).

North America:

USA (1, 2 & 4),
Canada (2&4).

The Caribbean:

Haiti (1, 2 & 3),
Barbados (2),
Trinidad and Tobago (1&3).

South Asia:

India (2&3),
Nepal (1, 2 & 3),
Bangladesh (3).

Southeast Asia:

Vietnam (1-4),
Philippines (2, 3 & 4).

Regional and Global: (5)





MONITORING & EVALUATION

FTS' MONITORING AND EVALUATION (M&E) STRATEGY HAS THREE MAIN PURPOSES:

1. strengthen accountability for FTS' work,
2. stimulate learning and improved performance, and
3. facilitate organizational decision-making by FTS staff, the Board, and other key stakeholders, including community members and survivors.

Thus, the strategic plan is accompanied by a monitoring and evaluation (M&E) framework, which lays out indicators that will be used to monitor outputs and outcomes along the results chain described in the ToC. This framework will enable FTS to understand the extent to which it is achieving, and ultimately will have achieved, the goals and objectives of its strategic plan, as well as learn and make decisions based on data.

EXAMPLES OF OUTCOMES AND INDICATORS:

POLICY AND ADVOCACY

Key outcome: Pathfinder country commitments that are timely, sustained, or effectively implemented.

Verifiable indicator: # of commitments that have been implemented and have reached their qualitative and quantitative objectives.

TRAINING AND CAPACITY BUILDING

Key outcome: communities are empowered to demand respect for their rights.

Verifiable indicator: # of CSOs working on modern day slavery capacity built and sensitized to participate in public processes that shape or influence MDS issues in the community.

PARTNERSHIPS AND SERVICES

Key outcome: enslaved women liberated in a community.

Verifiable indicator: # of women rescued from forced labor or human trafficking.

RESEARCH

Key outcome: implementation of evidence-based programming and policies to address modern day slavery.

Verifiable indicator: # of community-based participatory research studies completed; # of dissemination events held.

MOVEMENT BUILDING

Key outcomes: forum agenda and a stronger grassroots anti-modern slavery movement in the regions; local survivor network formed in focus countries.

Verifiable indicators: # of regional forums conducted and the action plans developed and implemented; # local survivors network created or supported.

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.**



FTS THEORY OF CHANGE

VISION

A world free
from modern
slavery

MISSION

End the conditions that
allow modern slavery to exist

GOAL STATEMENT

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

PRIMARY FUNCTION

Innovative community-led
programming & advocacy

GENERAL OBJECTIVE AREAS

Community Engagement
Policy & Advocacy

Movement Building
Learning Initiatives

SPECIFIC OBJECTIVE AREAS

- Knowledge, attitudes, & practice
- Rehabilitation & community reintegration
- Evidence generation

- Training & technical assistance
- Campaigns
- Accountability for PFCs
- Decision-maker engagement
- Mobilization
- Convening & coordinating

- Support survivor networks
- Freedom from Slavery Forum
- Support for Alliance 8.7 & ATEST
- Expansion into North America

- Intersection of modern slavery with racial justice, climate change, & technology
- Influencing
- Covid-19 inequities

IMPACT STATEMENT

By ending the conditions that allow modern slavery to exist, FTS will eradicate the vulnerability of those affected by and at risk of modern slavery, thus ending modern slavery in local communities.

TARGET GROUPS FOR OUTCOMES

Local communities with a focus on the most vulnerable members (e.g. survivors, women and children, undocumented migrants, refugees, internally displaced persons (IDPs), etc.)

STAKEHOLDERS & ALLIES

Local Partners (NGOs, CSOs, etc.), Communities, Survivors, Academia, Media/Journalists, Businesses, Policy makers. Decision makers, Trade & Employers Unions, UN Entities, Alliance 8.7, ATEST



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