COUNTER HUMAN TRAFFICKING TRUST-EAST AFRICA

STRATEGIC PLAN

(2020 - 2022)
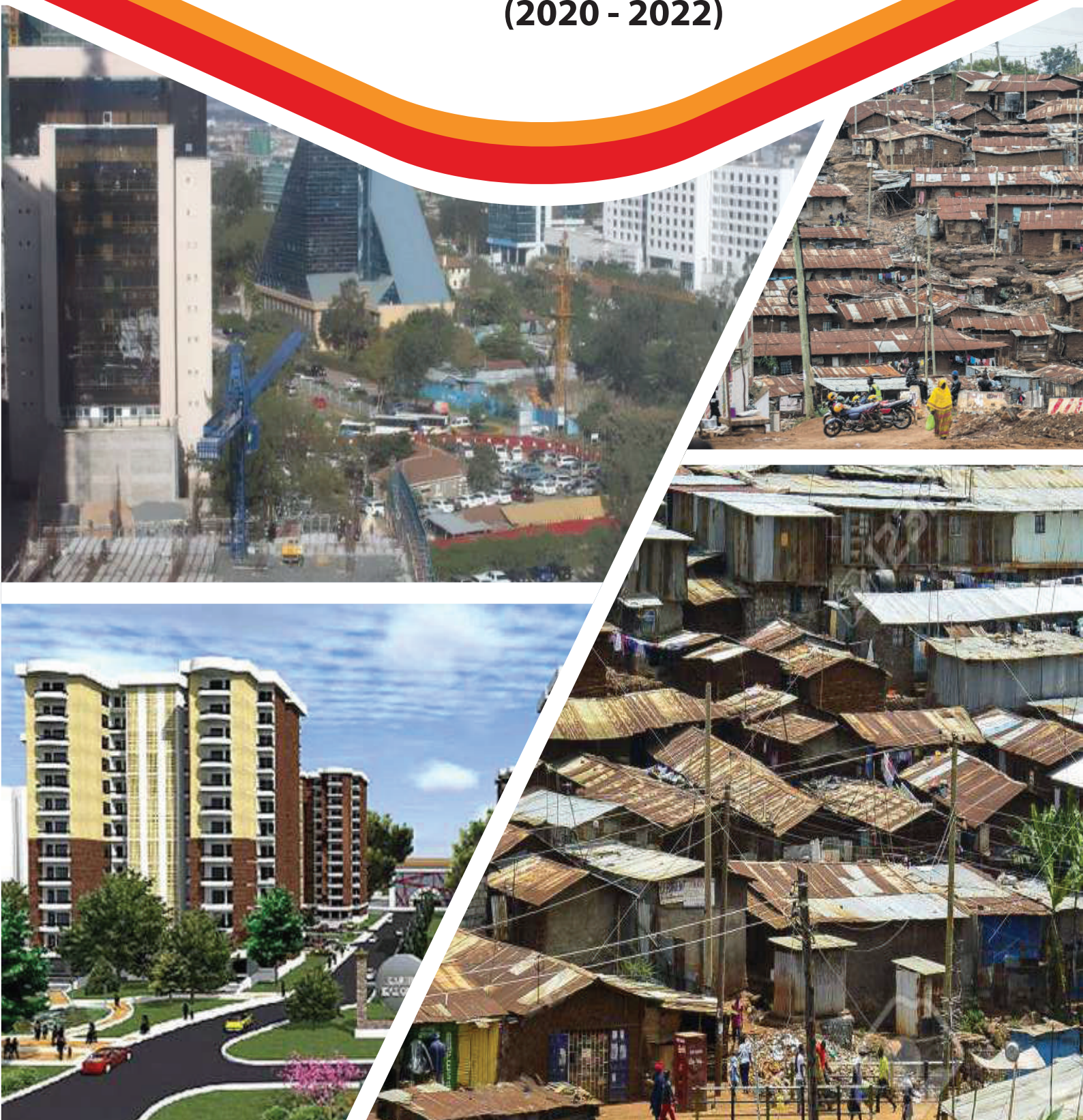
CHTEA

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Acronyms

CHTEA	Counter Human Trafficking Trust-East Africa
CTiP	Counter Trafficking in Persons
EAC	East Africa Community
ICT	Information Communication Technology
IEC	Information Education and Communication
MMM-CHT	Medical Missionaries of Mary-Counter Human Trafficking
RAHT	Religious Against Human Trafficking
SP	Strategic Plan
STTK	Stop The Traffick Kenya
SWOT	Strengths, Weakness, Opportunities and Threats
TiP	Trafficking in Persons
UPR	Universal Peoples' Rights

PREFACE

In drafting a Preface to our Strategic Plan we must face the complexities of Human Trafficking with honesty and courage. In our modern world today, trafficked persons are among the most dehumanised and discarded of all people on planet earth.
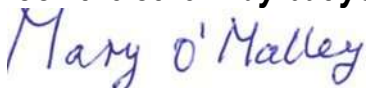
It is well described by Pope Francis as an "open wound on the body of contemporary society and a crime against humanity" In this three year Strategic Plan, we pledge ourselves to dismantle a phenomenon the size of a global pandemic virus! In order for this Strategic Plan to succeed, our mobilisation must be comparable in size to that of the phenomenon itself.

The East African Sub-region and Kenya in particular is a gigantic hub both at regional and Global level whose tentacles power back to the most remote and isolated villages in Africa. We in CHTEA had already embraced this phenomenon even years before the current Kenyan Counter Trafficking in Persons Act, October, 2010.

We recognise with sadness that our young people fall into the illusory traps of hoards of traffickers and society continues to turn a blind eye. Sometimes, we can even see the greed of family members who are prepared to sacrifice a young person on the altar of 'quick riches' to themselves. In our own years of experience, we have repeatedly witnessed a variety of forms of human trafficking undertaken by its perpetrators from trained medical doctors to women slum dwellers.

Faced with what we know today, it is a well-reasoned guesstimate that more people are 'Taken' (*film*) from this Sub-region alone in one year, than in the entire 400 years of the slave trade from West Africa to the Americas. Slavery officially ended in 1807 but today it thrives on such a scale that the 'dizzying' heights and depths of its penetration and perpetration leaves none of us in doubt as to the task which lies ahead of us, in our 'bold' Strategic Plan. Therefore, we all need a big dose of courage to move forward because we will be judged if we do nothing.

To recollect the words of the British anti-slavery champion, William Wilberforce (the leader of the movement to abolish slave trade; 1759 – 1833), *"You may choose to look the other way but you can never say again that you did not know"*

Mary O' Malley
Executive Patron

1.0 Introduction

1.1.0 Objectives and rationale

This document is a three-year (2020 – 2022) Strategic Plan (SP) for Counter Human Trafficking Trust-East Africa (CHTEA). It defines a shared vision of the organization and the major steps needed to move the organization in that direction. The plan helps CHTEA to find the best fit between its mission, its capabilities, and its opportunities.

The scope of this document includes background information on Counter Human Trafficking Trust - East Africa as a basis for developing a 3-year strategic plan; definition of CHTEA's vision, mission, core values; identification of underlying obstacles of the developed vision and mission of the organisation and identification of strategic directions/options and activities for CHTEA.

This three-year SP serves a variety of purposes, including to: -
(a) Clearly, define the purpose of CHTEA and to establish realistic strategies and activities consistent with that mission.
(b) Communicate the vision, mission, strategies and activities to CHTEA's constituents and development partners.
(c) Ensure the most effective use is made of CHTEA by focusing the resources on the key priorities.
(d) Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
(e) Bring together everyone's best and most reasoned efforts.
(f) Provide clearer focus of the organisation with a view to producing more efficiency and effectiveness.
(g) Provide the glue that keeps the key leadership, stakeholders and staff together

1.1.2 Planning Methodology

This Strategic Plan was developed in a participatory manner involving CHTEA's board, staff and stakeholders drawn from Kenya, Tanzania and Uganda. The process was informed by the emerging need for CHTEA to effectively chart a clear direction forward especially at this critical time in history where local resourcing is the main focus as faced by a majority of the civil society institutions in Africa. CHTEA carried out an internal process in 2019 where a participatory method was used to identify, discuss and analyse different organisation's development concerns including strengths, weaknesses, threats, and opportunities. The consultation process took place at CHTEA's operational office at Nairobi South 'B' and also through virtual conversations from Tanzania and Uganda. A total of 7 Board

Members and 3 representatives, each from Tanzania and Uganda and an additional 10 Secretariat and field staff, combined participated.

The above intervention was preceded by two quick engagements; one at Singida, Tanzania and another at Kitale, Kenya. The latter went further to bring into context the Ugandan side in 2019. Both consultations were spearheaded by the Executive Patron who has been on the tracks since 2006. Both became instrumental in shaping the cross-border component of counter human trafficking. The idea here was to afford CHTEA stakeholders an opportunity to contribute towards the universal process of attainment of the main objectives and vision. Besides, these techniques were meant to enable a wider scope and participation. The organisation attests to remain committed to, and own the process as well as outputs of the entire Strategic Planning process. Some of the tools used to identify and analyse issues included Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, and visioning.

The following were key steps to developing this strategic plan for the Counter Human Trafficking Trust-East Africa.

Step 1: Environmental scanning (internal and external),

Step 2: The desired future (vision, mission, objectives and values)

Step 3: Possible obstacles to the desired future,

Step 4: Strategies for overcoming the obstacles (strategic directions),

Step 5: The key activities for each strategy.

2.0   Background Information

Counter Human Trafficking Trust-East Africa (CHTEA) is a regional Non-Governmental Organisation registered as a Trust in Nairobi, Kenya. CHTEA is slowly rolling out into all the six East African Community member countries (Kenya, Uganda, Tanzania, Rwanda, Burundi and South Sudan)

Founded in 2006 as a response to an emerging human trafficking dynamic in Kenya and the region of East Africa, the Medical Missionaries of Mary, Counter Human Trafficking (MMM-CHT) unit started work in the Mukuru slums of Nairobi, Kenya. In the subsequent years, the volume and complexity relating to trafficking in persons grew by leaps and bounds. Following an evaluation report of 2016; during the ten year anniversary, it was recommended that the future of counter human trafficking

work required a more robust institution to engage in more comprehensive programmes and interventions; thus, the Counter Human Trafficking Trust- East Africa (CHTEA) was formally registered in Nairobi, Kenya in August 2018 to spearhead this cause. CHTEA has a Board of Trustees as the apex within the governance structure whose key role is policy formulation and overall oversight. A Secretariat headed by a Chief Executive Officer is in place to spearhead implementation and execution of the day to day operations.

2.1.0   CHTEA, the Organisation

CHTEA seeks to redefine Trafficking in Persons' (TiP) strategies through promotion of enhanced coordination capabilities, skills, exposure, research and documentation; while at the same time seeking to offer holistic solutions to victims' plight and design an arresting intervention for the perpetrators and/or traffickers. Working collaboratively with Government agencies, CHTEA seeks to advocate, train, advise and prepare policy briefs for sub-regional government policy makers as it may apply appropriately in an effort to create a synergized approach towards Trafficking in Persons and other transnational organized crimes.

Vision
A world free from the shackles of Human Exploitation and the prosecution of every woman or man who dares take up this evil task to the detriment of the most vulnerable in our society.

Mission
As an institution dedicated to the elimination of Trafficking in Persons, CHTEA shall endeavour; in partnership with others to crush this evil vice from our world. CHTEA has a strong passion to drive out what is encountered in trafficking of the millions of women, children and men who are enslaved for the sole purpose of amassing billions of wealth by the greedy and inhumane members of the society.

The above mission statement cuts across the following: -

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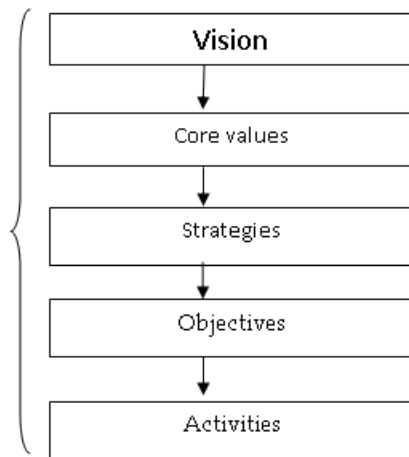
2.1.1 Core Values

Core values and the vision underline the motivation or drive that determines greatly why CHTEA does what it does. In addition, the core values underline the thinking and beliefs about the following factors within the organization:

(i)   Thinking and belief about the people we target and serve.
(ii)   Thinking and belief about sustainable or quality human development.
(iii)   Thinking and belief about the human development context and process.

CHTEA is guided by the core values of integrity, equality and equity honesty, transparency, fairness, inclusivity, neutrality and non-partisanship. Other core values include, but not limited to the following: -

(a) Demonstrating unquestionable *commitment* in serving all humanity.
(b) *Accountability* in resource utilization including being good stewards of time and finances.
(c) Operating in such a manner that we remain *sensitive* to the socio-cultural values and other needs of the people we serve regardless of their race, religious and political affiliation, gender, ethnic background and status in the community and society at large.
(d) Maintaining *respect and dignity* for humanity at all times, regardless of any extenuating circumstances.
(e) Observation of unrelenting *humility and integrity* in our dealings within all program operations.
(f) Exercising *fairness, equity* and *justice* in our word of promise and deed.
(g) Promoting a culture of *tolerance* and *good governance*.

(h) Operating in an *interactive* and *dynamic* organizational setting.

Over the last over one decade, CHTEA existed under a different identity (as a unit under the Medical Missionaries of Mary) until 2016 when an evaluation was carried out to consolidate both the operational and governance system. It was realised that the counter human trafficking work under this unit had thin staffing but broadened mandate to include the following:

- Awareness raising and publicity
- Increased and more complex cases of human trafficking
- Education - targeting both girl and boy child programmes for potential and actual victims of human trafficking; including dependents. This also included tertiary and vocational training institutions.
- Rescue, rehabilitation (provision of shelter services, psycho-social support, medical care) and reintegration programmes
- Working beyond Kenya – to include Tanzania, Rwanda, Burundi and Uganda
- Support with start-up capital for income generating activities – mainly targeting potential and actual victims of human trafficking.

With the advent of the transition as recommended by the evaluation report, Counter Human Trafficking Trust-East Africa (CHTEA) was finally registered in 2018 as a Charity Trust, under the Ministry of Lands in Nairobi, Kenya. The registration in effect set a new stage for growth and expansion based on the already existing networks, expanded programme portfolio, creating a new platform for re-engineered resource mobilization (both capital and human), setting up and establishing a full time Secretariat and a board of Trustees for good governance and finally redefining and clarifying the scope of work with a strategic framework over a number of years ahead.

The evaluation exercise and its subsequent report therefore ushered in a new phase of growth for the hitherto small project unit within the Medical Missionaries of Mary to a new and independent legal entity with a broad mandate and growth opportunity. The new entity (CHTEA) therefore saw the need to review strategies for both current and future sustainability. In order to succeed, CHTEA recognizes the following challenges:

- Lack of a strategy both for medium and long-term plans
- Unstructured transition from founder dependency syndrome to self-sustainability
- Weak and inadequate capacity and skills for programming, resource mobilization, effective management and promotion of good governance
- Lack of legal identity and a high dependency on small private donations
- Inadequacy of highly qualified personnel to run the institution
- Financial constraints for expansion
- Inadequate infrastructure for the robust national and cross-border programmes
- Lack of transport facilities to handle rescue and protection missions
- High poverty index within the society which has gradually led many well-meaning citizens in the East African region into modern day slaves (human trafficking)
- Increasing number of single parents, widows, orphans/vulnerable children across East Africa
- Food insecurity especially in the horn of Africa
- Prevalence of ethnic conflicts for resources and the few economic opportunities across the East African region

2.1.2 Current and running projects

2.1.2.1 *Policy advocacy and awareness campaigns*

Within this project, CHTEA has been engaging consistently with the relevant Government offices such as ministries of - Labour and Social Protection (Counter Trafficking in Persons Secretariat and the Advisory Committee), Internal Security, Judiciary, Prosecution, department of Immigration, Foreign Affairs and the Children's department, among others. Public campaigns such as street processions and use of IEC materials for messaging and branding have been used during occasions such as anti-human trafficking days, each year. The idea here is to influence policy change

2.1.2.2 Training and capacity building

The training and capacity building focus here has been through schools, churches, vocational and tertiary institutions; including universities, the clergy, public/government servants at the community levels, hospital/medical staff and security officers, among others.

2.1.2.3. Victim rescue, assistance and reintegration

This programme focuses on both potential and actual victims and their relatives (in some instances). The project undertakes professional rescue operations (in some instances working very closely with the security agencies) and safe custody of victims into well assessed shelters in and around the East African countries. In cross border cases - CHTEA works with collaborating Civil Society Organisations and Governments Ministries. In Kenya for example, CHTEA sponsors tens of students into various institutions ranging from primary, secondary, post-secondary tertiary institutions such as universities, vocational and technical colleges. Other services offered include protection, psycho-social support, medical and reintegration interventions such as supporting victims and their families to make a fresh start in life by giving small business start-up capital for income generation

2.1.2.4 Partnership and network

Within partnership and networking, CHTEA has established a strong working arrangement with both Civil Society, Governments and Regional Governmental institutions. To this end, CHTEA is a member of a number of networks such as the Stop the Traffick Kenya (STTK), the Religious Against Human Trafficking (RAHT) and Liberty Shared/Freedom Collaborative (a global digital platform for anti-human trafficking stakeholders), East Africa Child Rights Network.

CHTEA works closely with the Government of Kenya through the Counter Trafficking in Persons Secretariat (CTiP), The Kenya Police [Directorate of Criminal Investigations (Anti Human Trafficking and Child Protection Unit and Transnational Organised Crime Unit)], the Directorate of Public Prosecutions, and the Judiciary.

At the regional level, CHTEA collaborates with respective member countries and promotes respective instruments addressing anti-human trafficking efforts as well as strengthen policy frameworks. CHTEA further engages with the East Africa Community Secretariat, the Inter-Governmental Authority on Development and the African Union.

2.1.2.5 Research and Documentation

CHTEA works in the area of research and documentation in order to enhance the quality and quantity of data and its availability for both documentation and future planning. CHTEA is endeavoring to partner with institutions of higher learning in order to pool together both human and technical resources for growth and development of knowledge and practice.

3.0 Situational Analysis (Context)

3.1.0 Internal Environmental

The internal context refers to factors that are within the control of an organization. Factors such as technical aspects, governance, participation, planning, coordination of operations, financial, management and administrative policies, systems and procedures would require analysis. The purpose of the analysis is to determine the strengths as well as weaknesses in the functioning of such internal factors in the propagation of an effective institution.

3.1.1 Strengths

Strengths are capabilities that work in favour of an organization. An aspect that constitutes strength enables organizations to be more effective and efficient in what it does. Some of the key strengths of Counter Human Trafficking Trust-East Africa (CHTEA) were identified through consultations at various levels. Such views include but not limited to:

3.1.1.1. National Recognition by the Government and the Catholic Church

CHTEA has been receiving requests from Bishops and religious Congregations to train and begin operations at various locations within the EAC region. Already in April, 2019, while Various Government Ministries and departments have quoted

CHTEA's role in various documents such as the 2019 Universal People's Rights (UPR) report.

3.1.1.2   The goodwill from the Government

CHTEA has partnered with various Government institutions in designing joint projects that are currently being processed with donors. The projects offer joint implementation, monitoring and reporting frameworks.

3.1.1.3.   Competent Leadership

CHTEA is comprised of qualified, committed, experienced and knowledgeable persons willing to offer their services to ensure that the organisation fulfils its mandate. It comprises societal role models and has a very strong value system which defines the totality of engagement.

3.1.1.4.   Legal identity and physical location

CHTEA is officially registered by the Government of Kenya under the Ministry of Lands as a Charity Trust and is creating Country offices in the other 5 East African States. It has a physical location in Nairobi, Kenya and Singida, Tanzania. The Nairobi office also doubles as both the Country and the East Africa Headquarter. CHTEA works through *"Make A Child Smile"* and *"Dwelling Places"* (both Non-Governmental Organisations) in Uganda while in Tanzania, CHTEA's secretariat is hosted by Faraja Centre in Singida.

*3.1.1.5.   Existence of administrative, financial, human resource policies,
            structures and procedures*

These are the tools of operation which get reviewed regularly and as per needs basis too.

3.1.1.5.   Clear mandate and relevance.

CHTEA has a mandate whose relevance and place in society is quite high. The fact that modern day slavery is an emerging global phenomenon, the organisation finds itself in good pedestal in ensuring that good practices and policies are developed and that through research and documentation, new knowledge and documentation is achieved for posterity. The leadership (Board of Trustees) also serves as role

models for society besides their professional practice and this gives them a high legitimacy portfolio.

3.1.2 **Weaknesses or Limitations**

A weakness implies a negative attribute that does not work in favour of an organization. In other words, a weakness prevents those involved in an activity from timely implementation and performance that could have enabled them meet the set targets or objectives. The following weaknesses were identified for the Counter Human Trafficking Trust-East Africa:

3.1.2.1. Inadequate Human Resource

This is attributed to untapped skills from organisation staff and practitioners due to absence of clear mechanism to develop, train and retain them for posterity.

3.1.2.2. Limited Financial Resources

Due to lack of financial sustainability, strategy and limited fundraising skills in many countries. Ordinarily, all Countries should have some level of capacity to raise both resources and sustainability strategies within the confines of the overall organisational sustainability goal

3.1.2.3. Un-tapped local opportunities

The organisation has not exploited the available local resource mobilisation opportunities due to lack of inherent capacity to provide some critical strategy ideas in line with own vision. It may be useful for the organisation to start learning from how the local charities are gradually empowering the citizens. A good example is the Equity Foundation which is part and parcel of the development programmes of the Equity Bank.

3.1.2.4 Inadequate capacity building at all levels

There has been lack of clear framework to enhance capacities (through training, exposure) of CHTEA staff and Board of Trustees' leadership and other implementation organs. For example, projects should be able to fundraise individually and seek opportunities which promote the collective goal of the organisation without losing the vision.

3.1.2.5   *Poor communication strategy*

The organisation has limited investment in modern telecommunication such as reliable internet access by every staff member, individual access to ICT products such as website, and use of modern techniques like Face-book, twitter and cloud computing among others.

3.2   External Environmental

In strategic planning, the environment outside the organization is explored to identify opportunities and threats the organization faces.
These are factors that the organization does not have control over. An assessment of these factors enables the organization to keep tabs on what is happening in the larger context that is likely to have a direct or indirect effect on the organization and its pursuit of its mission.

3.2.1 Threats

A threat is an external factor occurring within the socio-economic, political, legal and cultural environment in which the organization operates. It is important to analyze such threats, because prior understanding of what they constitute helps the planners to determine appropriate ways of reducing their impact pre-emptively. Otherwise they would have devastating effects on the operations of the organization. The following threats can be identified as facing or would face the organisation:

3.2.1.1.   *Competition and duplication of efforts among actors*

Competition for resources by the Government institutions, Faith Based Organisations, the private sector and other Non-Governmental Organisations. These other actors in a similar field as CHTEA, will impact negatively on the principles and ideals of collaborative efforts, resulting in limited impact and dwindled resources.

3.2.1.2.   *Occurrence of natural hazards and calamities*

Incidents of natural attrition such as drought, violent conflicts and/or floods will divert attention and resources by donor partners, Government and other philanthropists to relief and other emergency responses. This will happen even as these situations increase the vulnerabilities of human trafficking due to negative exposure and human traffickers' opportunism.

3.2.1.3.   The dependency syndrome

The organisation mainly depends on donor funding for its operations, thus, the problem of donor-driven agenda in design and implementation of programmes.

3.2.1.4.   Political machinations

The emerging political evolution within the East African region may have negative impact on population movement and labour migration. Unchecked movement will be a panacea for human trafficking as people will move under false promises of a better life and job opportunities only to end up in exploitative situations of modern day slavery. Such changes will usher in a new perspective towards the need for enhanced delivery of goods and services and this might also require that the organisation contextualises its operations.

3.2.1.5.   Managing change

Over the last few years, the organisation has undergone tremendous changes including transformation into a legal entity, thus formation of new leadership and governance structures.

3.2.2 Opportunities

Opportunities are possible ways of addressing threats that face the organization. These are interventions or options that an organization is capable of taking advantage of; to pursue its mission and further its vision. The following opportunities can be identified for the Counter Human Trafficking Trust-East Africa (CHTEA) to exploit in order to address existing and emerging threats:

3.2.2.1.   Government goodwill

The organisation already has good working relationship with the Government and this could be harnessed through joint programmes.

3.2.2.2   Strong connection with the Catholic Church

CHTEA was started as an offshoot of the work of the Medical Missionaries of Mary, a Catholic religious Congregation of missionaries and this creates an opportunity to develop closer working links with the Church and other Faith Based Organisations both in East Africa and globally. The link is also very appropriate in affirmation of integrity and also partnerships with key Church affiliate donor institutions around the world.

3.2.2.3.   Neutrality of the CHTEA

In the eyes of stakeholders such as communities, private sector, international agencies, Non-Governmental Organisations and Government ministries, CHTEA's neutrality makes it a credible institution to work with.

3.2.2.4.1.   Effective utilization of Information, Education and Communication (IEC)   materials

CHTEA prioritises the use of information and educational materials for publicising project issues through the media (electronic and print), billboards, banners, websites, face-book, fliers, internet and on-line fundraising.

3.2.2.5   Sustainability and Resilience

CHTEA is in a way sustainable if we take the knowledge/information to communities it 'never evaporates'. We empower a community to be sustainable in that sense, hopefully that knowledge becomes imbedded in the psyche of those individuals and will limit/ prevent HT for the future. Hence, communities and individuals can be the drivers of their own development not slaves of Arabs

4.0 Strategic Direction

4.1.0 Underlying Contradictions to the Desired Future

The term underlying means what is beneath the obvious surface to any casual observer. This will require an analytical process in order for it to be determined. On the other hand, contradiction in ordinary phrasing means an opposing situation or reality. But in the context of strategic planning, this refers to *real problems, obstacles or stumbling blocks that prevent planned change from being implemented effectively and efficiently*. The focus question that is often asked while analyzing the underlying

contradictions is: What is preventing us or likely to prevent us from fulfilling our mission in order to realize our vision?

Category	Possible Obstacles	Priority status
	• Limited appraisal of personnel or human resource base	One
	• Challenges of financial sustainability	One
	• Challenges of resource sustainability	One
	• Challenges of effective collaboration with other partners	One
	• Inadequate and ineffective monitoring and evaluation	Two
	• Gender and other biases	Two
	• The challenge of managing change	One
	• Duplication of programs	Two
	• The risk of ever changing individuals	Three
	• Other stakeholders undercutting the space created by the organisation	Four
	• Natural hazards and calamities	Three
	• Non-domestication of finance and resource mobilisation strategies	Three
	• Bureaucratic tendencies and inefficiencies in its operations and protocols	Three
	• Poor infrastructure	Three
	• Inadequate human and financial resources	One
	• Limited skills and manpower	One
	• Limited institutional capacity	One
	• Inadequate financial base	Two
	• Limited understanding of the donor environment and context	Two

4.1.1 Strategies to Address identified contradictions

Strategies normally give a broad indication on how an organization will attain its strategic objectives in order to realize its mission or mandate. They broadly indicate the direction where the organization will be headed. Thus, a strategy is defined as a pattern of purposes, policies, programs, actions, decisions, or resource allocations that define what an organization is, what it does, and why it does it. Strategy can vary by level, function, and time frame.

Category	*Strategies*
(a) Program operations	i) Develop an organisational structure and policy framework to facilitate inter-project networking, linking and policy direction as well as human resource development ii) Promote strategies for ensuring financial sustainability iii) Develop a fundraising strategy for the organisation.
(b) Collaborative issues	i) Develop programs that give a sense of belonging and visibility to stakeholders through devolved horizontal and vertical structures. ii) Strengthen horizontal and vertical collaboration with stakeholders and other like-minded actors
(c) GoK policies and governance	i) Build the capacity of policy makers and advocate for good governance to guarantee relevant policy formulation, analysis and an all-inclusive service delivery and development process
(d) Capacity of the Counter Human Trafficking Trust-East Africa	i) Strengthen institutional capacity to enable the organisation to fulfil its mandate

5.0   Objectives, Strategies and Core Activities

In the context of strategic planning, we talk about actions, which are the same as activities or strategic interventions.

5.1.0   Objective 1: To improve and sustain the efficiency, effectiveness and impact of programme operations of CHTEA

Strategy One: Develop an organisation structure and policy framework to facilitate inter-project networking, linking and policy direction as well as human development
Core activities:
(i)   Conduct a review of the existing projects and leadership arrangements.
(ii)   Form a task force or team for staff development and recruitment
(iii)   Organize joint projects' quarterly meetings to review strategies
(iv)   Develop a monitoring and evaluation framework to integrate impact assessment within planning and resource mobilisation

Strategy Two: Promote strategies for ensuring financial sustainability

Core activities:
(i)   Define and establish key programmatic areas/themes for the organisation.
(ii)   Establish thematic-based sub-committees.
(iii)   Establish a donor data base in relation to these themes.
(iv)   Establish a fundraising unit at organisation's head office.
(v)   Develop local capacity for resource mobilization.
(vi)   Develop standardised internal systems for financial management and accountability within the different organisational Countries and projects.

Strategy Three: Develop a fundraising strategy for the organization.

Core activities:
(i)   Conduct capacity building needs assessment for the organisation.
(ii)   Establish a team to coordinate the planning and strategies for resource mobilisation/fundraising.
(iii)   Establish and develop core teams of consultants/experts to support with different intervention assignments.

5.1.1 Objective 2: To re-focus and enhance collaborative efforts in responding to project needs at all Countries and levels.

Strategy one: Develop programmes that give a sense of belonging and visibility to partners of CHTEA through devolved horizontal and vertical structures.

Strategy two: Strengthen horizontal and vertical collaboration with stakeholders and other like-minded actors

Core activities:

(i) Establish systems of packaging, documenting and disseminating information relating to the organisation's projects
(ii) Establish monitoring and evaluation systems to assess the effectiveness of projects and collaborative initiatives.

5.1.2 Objective 3: To influence the formulation and implementation of State policies on anti-human trafficking, policing, prosecution and governance.

Strategy One: Build the capacity of policy makers, security agents, prosecutors, judiciary and advocate for good governance to guarantee relevant policy formulation, analysis, implementation and an all-inclusive development process

Core activities:

(i) Convene annual inter-project or individual project platforms to engage the Government in the areas of prevention, protection, prosecution, partnership and good governance as a road map towards giving wider access to accountability, transparency and service delivery at all levels.
(ii) Convene quarterly meetings of all project team leaders to provide reflections and monitor resource mobilisation/fundraising strategies
(iii) Form a task team to formulate a clear road map towards the organisation's sustainability strategy and provide consistent review of progress and challenges associated with the different project efforts.
(iv) Conduct quarterly monitoring and reviews to help conceptualise development of programmes that reduce the vulnerability index in communities as a way of checking human trafficking and potential designs of evolving techniques of modern day slavery.

5.1.3 Objective 4: To improve the capacity and responsiveness of CHTEA in order for it to deal effectively with issues at the national and regional levels in fulfilling its mandate.

Strategy: Strengthen institutional capacity to enable CHTEA to fulfil its mandate

Core activities:

(i)   Carry out resource mobilization fora with partners.
(ii) Launch the Strategic Plan.
(iii) Develop annual work plans out of the Strategic Plan
(iv) Procure transport, materials and equipment (including ICT).
(v)   Enrich and strengthen the human resource, administration and financial policies of the organization.

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