



Organisational Strategy

2015-2020

Anti-Slavery International
2015

'Anti-Slavery has an unsurpassed record of achievements over the past 176 years. With this strategy we aim to ensure we can continue to robustly work to end slavery in the years ahead. The support of our members, supporters, volunteers and institutional donors is crucial to our current and future success and we thank you for joining forces with us.'

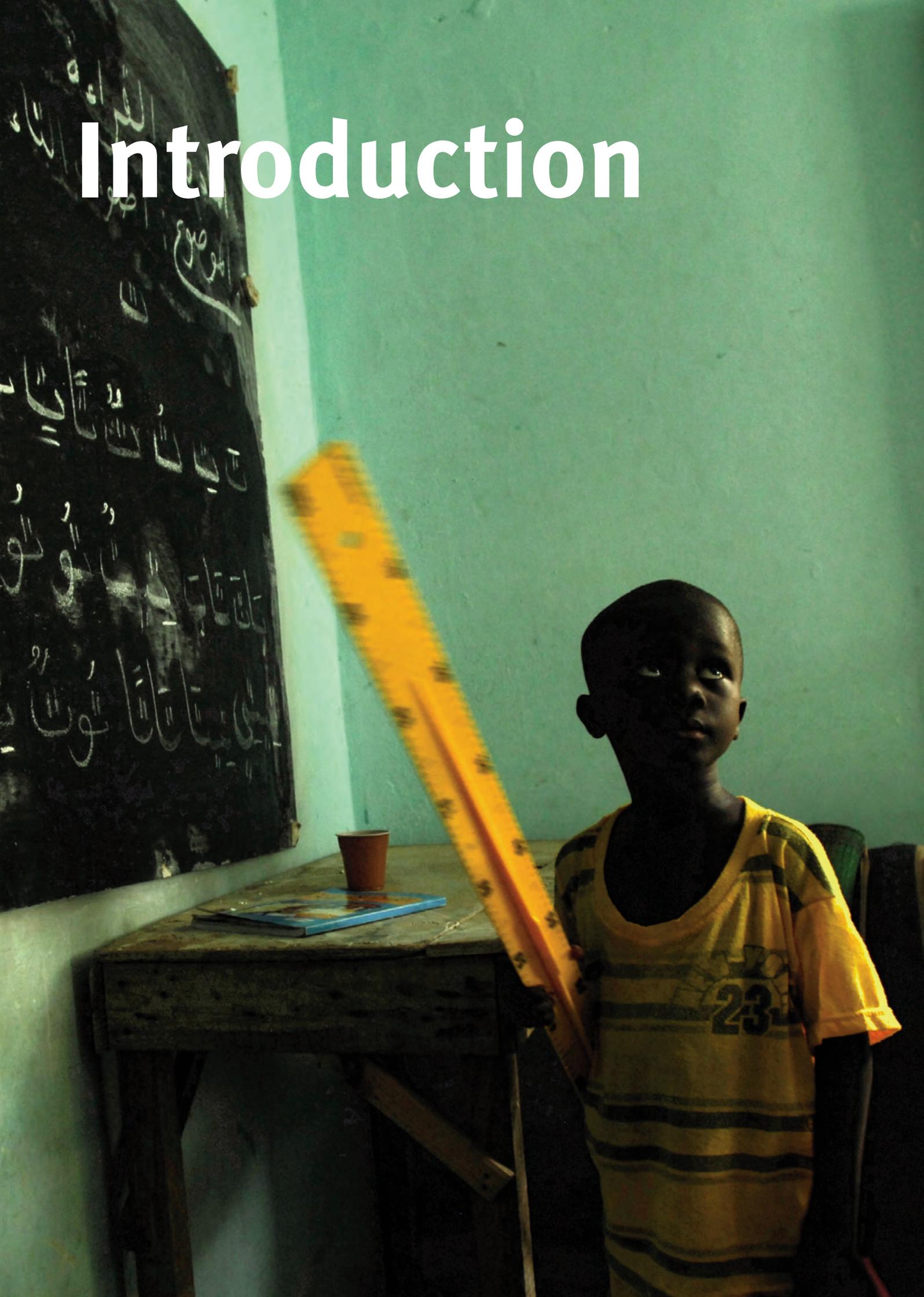
A handwritten signature in black ink that reads "Aidan McQuade". The signature is written in a cursive style with a horizontal line underneath the name.

Aidan McQuade, Director

A handwritten signature in black ink that reads "Tanya English". The signature is written in a cursive style.

Tanya English, Chair of Trustees

Introduction



OUR VISION is a world free from slavery

As the world's leading anti-slavery organisation, our MISSION is to work directly and indirectly with beneficiaries and stakeholders from a grassroots to an international level to eradicate slavery and its causes from the world.

Why Anti-Slavery International

We are proud of our 176 year long history, and our achievements, partnerships and the lessons we have learned during this period. But this is not our only strength. Today we are also able to draw upon a strong project evidence based approach, knowledge and learning, which provides a credible basis for our advocacy, from grassroots to international level, offering the hope of sustained, systemic change. It is this multi-level approach towards obtaining justice and the fulfilment of human rights, our understanding of slavery as a political issue and our preparedness to speak truth to power, that marks us out as rare amongst international non-governmental organisations, of value to the partnerships we establish, and unique in the anti-slavery field.

Our business plan and this five year strategy have been drawn up during the refugee crisis in Europe, posing new challenges including increased risks of forced labour for vulnerable refugees in Europe as a result of a wholesale failure in national and European policy to provide a humane and coordinated response.

Our achievements and successes since 2010 also bring with them challenges and opportunities: the new UK legislation on transparency in supply chains is bringing an increasing, if belated, concern from business on the risks of forced labour within their supply chains and with that heightened interest in the work of Anti-Slavery International. The achievement of a long-sought objective, of the inclusion of slavery eradication in the post-2015 development agenda within Goal 8 of the Sustainable Development Goals, 'Promote inclusive and sustainable economic growth, employment and decent work for all', also brings with it a clear agenda. This includes how to engage with development and humanitarian agencies on the key issues, and challenge colleagues in the wider anti-slavery community to recognise that the task of ending slavery is a political one, requiring fundamental changes in the ways in which development, education, migration policy, diplomacy, trade, employment and business are conducted in the globalising political economy.

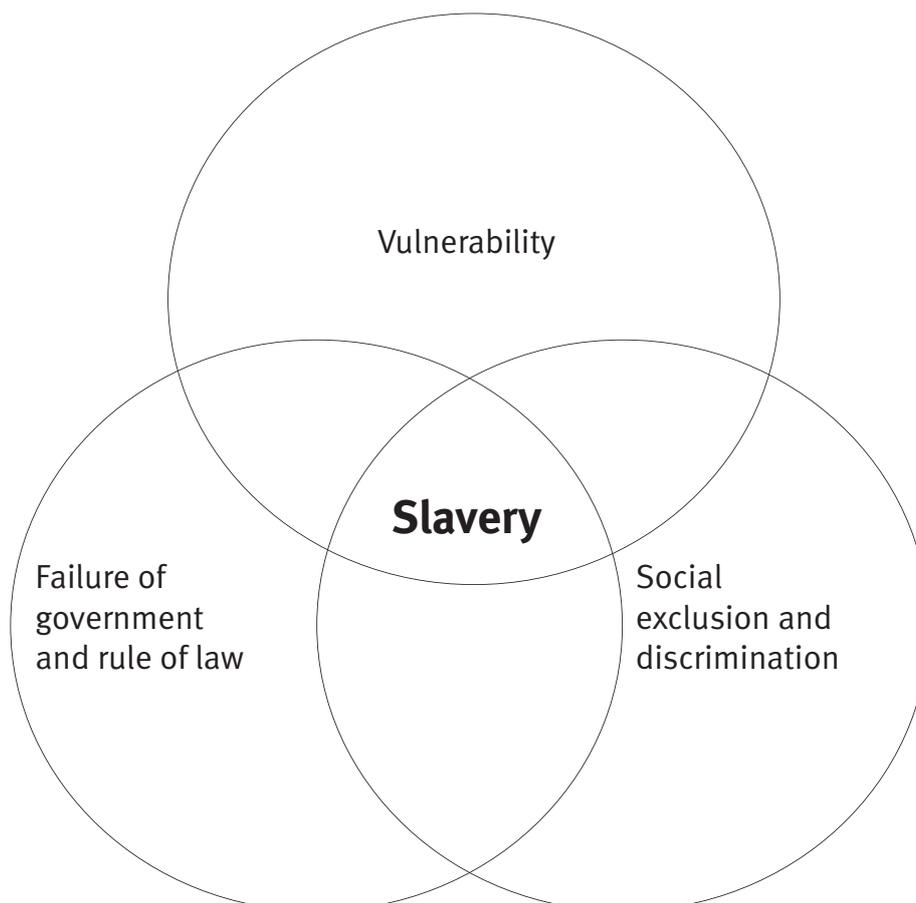
And, where resources can be obtained, there is also a need to prioritise increased supply chain investigation and additional research on political economy, caste and gender discrimination as the basis for future advocacy against the fundamental causes of slavery arising from these issues.

What is slavery

While slavery is today, for the most part, illegal across the world, it is far from being eradicated; there are an estimated 13,000 victims of slavery in the UK alone and there are a minimum of 21 million people in slavery across the world today, 5.5 million of them are children. These include bonded labour, descent based slavery, the unconditional worst forms of child labour, forced labour, forced marriage, the exploitation of migrant workers in conditions amounting to slavery (particularly migrant domestic workers), and human trafficking.

Anti-Slavery International has been instrumental in obtaining the proscription of slavery in international law and this provides the basis for the ongoing international struggle against slavery.

In spite of the diversity of contemporary slavery practices, our empirical research shows that slavery is most likely to occur when individual vulnerability, social exclusion and discrimination combine with a failure in government and the rule of law.



Our approach



How can we create a world free from slavery?

We believe a world free from slavery will occur when ‘top-down’ and ‘bottom-up’ activity coincides - **when** people in slavery and their communities become empowered to assert and claim their right to freedom, justice and resources; **when** local institutions, communities and those who benefit from slavery adopt new social norms to repudiate slavery; **when** governments and businesses provide a strong legal and policy framework in order to protect people from slavery and implement those laws and policies through robust practice.

Our community level engagement gives Anti-Slavery credibility when advocating at international and national level on the issues of slavery, enhancing the potential for more widespread and systemic change towards eradicating the causes and consequences of slavery.

Our approach

We aim to ensure that grass roots experience informs and shapes international governmental policy as we work to eradicate slavery for good through a human rights based approach, coupled with a clear and distinct commitment to eliminating gender inequality.

Our work not only raises the capacity and increases the sustainability of our partners, thereby helping develop civil society in the countries and regions of our partners. It also provides an international aspect to local and national struggles and hence helps maintain the issue of slavery on the political and development agendas of other national and international actors.

Current approaches include:

- **Enabling people to leave slavery** – through exemplar frontline projects with partner agencies
- **Helping people to recover from slavery** – with frontline work ensuring people make lasting successful lives now free from slavery
- **Supporting the empowerment of people to be better protected from slavery** - again working at grass roots level, to help people and communities demand respect for their human rights
- **Demonstrating how our frontline work empowers individuals and communities to sustainably leave, or obtain protection from, slavery**
- Use this knowledge base to **inform, influence and inspire** change through:
 - **advocacy and lobbying** within countries for legislation, policy and practise that prevent and eradicates slavery
 - **international policy work and campaigning** – holding government institutions, aid organisations and business to account ourselves and through our coalitions and partnerships
 - **raising the profile and understanding of modern slavery** – its risks, realities and solutions – through media work, our membership and supporter campaigns

Achievements



Anti-Slavery International's achievements since 2010

- **2015** Obtained inclusion of slavery eradication as a target in the UN's Sustainable Development Goals, something that Anti-Slavery was first in identifying as a priority in 2007
- **2015** Provided 'expert report' resulting in Irish High Court judge ruling that the administrative procedure to identify trafficked victims in Ireland was inadequate and that Ireland failed to transpose the EU Trafficking Directive
- **2015** Exposed the relationship between child marriage and child slavery
- **2014/15** Worked with civil society partners and parliamentarians to include meaningful measures on victim protection and transparency in supply chains in the UK Modern Slavery Act
- **2014/15** Intervened in a case in the UK Supreme Court which resulted in a change in Common Law to ensure better protections for the victims of trafficking in the UK
- **2014** Worked with the International Labour Organization and the International Trades Union Confederation to establish a new international protocol on forced labour
- **2014** Obtained a commitment from the government of Senegal to reform the country's "daara" schools system to end forced child begging
- **2014** Obtained a commitment from the government of Niger to provide increased support to schools for children from families affected by slavery
- **2014** Obtained a commitment from the government of Lebanon to reform its 'kafala' system which provides private individuals with the power to enslave migrant workers with impunity.
- **2014** Helped expose the use of forced labour in Thai fisheries
- **2013** Worked with the confectionary company Mondelez to adopt a new approach towards trying to eliminate child labour in their cocoa supply chain
- **2012** Worked with the International Labour Organization and the International Trades Union Confederation to establish a new international convention on decent work for domestic workers
- **2011** Worked with the International Trades Union Confederation to expose the plight of migrant workers, mostly from South Asia, in Dubai and Bahrain
- **2010** Exposed the routine use of the forced labour of girls and young women in the manufacture of garments in Southern India for Western high streets, prompting, eventually, business and international civil society efforts to end the practice.

External environment



External environment

At the beginning of 2015 Anti-Slavery has programmes which work directly with partners in Bangladesh, India, Indonesia, Lebanon, Mauritania, Nepal, Niger, Peru, Uzbekistan, Thailand, Turkmenistan and Europe including the UK. Over the course of this strategic period Anti-Slavery will be seeking additional funding for work in Chad, Mali, Nigeria, Senegal, Tanzania and Vietnam, and potentially also for Pakistan and Eritrea. In addition we will engage, principally through work with advocacy coalitions, with slavery issues in Qatar, Cote d'Ivoire and Ghana.

Anti-Slavery International has an unrivalled 176 year old record of achieving change to the political economy of slavery. This includes noticeable achievements for example; changing UK criminal and common law to make it more effective in dealing with slavery, holding the state of Niger to account in court, empowering communities through community development and education across the world to demand their rights, and drawing on the lessons of our programme to provide an influential anti-slavery voice in our international policy discussions illustrates the validity of our Theory of Change.

The profile of slavery is increasing in the contemporary world, however attitudes towards the issue vary considerably. At one extreme there are those who are benefiting from the enslavement of other human beings. There are also those who focus heavily on a law enforcement response to the issue, imagining it the result principally of an organised criminal conspiracy.

Anti-Slavery recognises the importance of law enforcement but also argues that there is a need to identify slavery as a product of an unjust political economy, relating to the terms of employment, production and trade across the world, and that this must also be reformed.

In 2005 the International Labour Organization estimated that there were 5.5 million children in slavery. In 2012 they again estimated that there were 5.5 million children in slavery. This estimate remained constant in spite of the fact that over a similar time period there had been a reduction of one third in the global estimates of child labour. The conclusion from this is, in spite of a growing interest in the issue of slavery, this has not been matched with a similar growth in implementation of the sorts of policies and practices that Anti-Slavery has demonstrated are effective in slavery reduction. This will remain a key challenge in the coming five years.

Strategic objectives



Strategic objectives 2015-2020

By 2020, Anti-Slavery will have obtained significant changes in at least 10 countries, through establishment of new, or effective implementation of existing, national laws, policies or practices for the benefit of people affected by or vulnerable to slavery.

Our strategic objectives reflect the key elements of Anti-Slavery's Theory of Change.

1. Duty bearers are responsive and accountable to the rights and needs of people affected by and vulnerable to slavery.

1.1. Drawing on demonstrated learning from Anti-Slavery's partners and programmes, national governments and institutions, including law enforcement and judiciary, have introduced effective anti-slavery measures to address the causes and consequences of slavery in each country.

1.2. Businesses have adopted effective approaches towards eliminating forced and child labour in business operations and supply chains.

1.3. Slavery and its causes are recognised internationally as a fundamental development issue.

2. People affected by and vulnerable to slavery are empowered to understand, assert and claim their rights.

2.1. People affected by and vulnerable to slavery have improved knowledge and understanding of the relevant legal framework, their rights, the corresponding responsibilities of relevant duty bearers, available mechanisms for support and redress, and the potential hazards of a range of livelihood options.

2.2. People affected by and vulnerable to slavery have improved capacity and confidence to assert and claim their rights, participate in or lead collective representation, seek redress in the case of exploitation and make safer livelihoods choices.

3. The social norms and attitudes that underpin and perpetuate slavery are rejected.

3.1. Local partner organisations effectively challenge the social norms and attitudes that underpin and perpetuate slavery in their countries and regions.

3.2. Slavery eradication is recognised as an issue of political economy, requiring fundamental reform of trade and migration policy as well as the advancement of national and international rule of law.

3.3. The international community recognise child and early marriage as a form of slavery.

3.4. The international community recognise that discrimination, in particular caste discrimination and gender discrimination, are fundamental causes of slavery.

4. The impact and sustainability of the organisation is maximised.

4.1. Efficient tools and processes support effective fundraising and communications.

4.2. Efficient information technology systems and equipment effectively support organisational operations.

4.3. An efficient organisational knowledge management system supports effective organisational operations and learning.

4.4. The agreed organisational values are clearly reflected and embedded throughout the organisation.

Values



Our values

We aim to demonstrate the following values through our work, both internally and externally:

Transformative

We work at all levels for long-term, sustainable, systemic change, challenging power structures, persisting until our aims have been achieved.

Authoritative

We are a knowledgeable and reliable organisation whose positions are developed through sustained human rights-based work with affected peoples and communities, and through rigorous, evidence-based research.

Ethical

We are a non-religious, non-political independent organisation whose decisions, actions and positions are drawn from a human rights-based approach to driving targeted social change, are consistently applied and are not shaped by vested interests such as governments or corporations.

Equitable

We are committed to fairness, non-discrimination and mutual respect, both internally and externally, in all of our decisions and actions, and the impartial fulfilment of each person's human rights and dignity, including where this may involve taking affirmative action in favour of disadvantaged individuals and groups.

Accountable

We are responsible to a range of groups and individuals, both internally and externally, for the integrity of our actions and decisions, demonstrated through a proactive culture of openness and transparency.

Collaborative

We are strengthened by working together, through respectful, participatory collaboration and consultation, proactively identifying and involving marginalised and vulnerable groups.

‘Anti-Slavery International is quite extraordinary. Year after year it tackles the most cruel and sickening aspects of human exploitation. It stands up for millions who find themselves in desperate situations where their freedoms and rights have been totally eroded. It is impossible for you and I to imagine the lives of those we are here to support. This is a blessing we should never take for granted. As a Patron of this noble charity I urge you to join me in supporting their work’.

Lady Shakira Caine
Patron of Anti-Slavery International



Anti-Slavery International

Thomas Clarkson House, The Stableyard, Broomgrove Road, London SW9 9TL

Tel: +44(0)207 501 8920

UK Registered Charity No.1049160

www.antislavery.org