2022 - 2026

STRATEGIC PLAN 2022 -2026

FORWARD

It gives me great pleasure to share with you the TRACE KENYA STRATEGIC PLAN.2022 – 2026. This plan has resulted from our experiences in counter traffic in persons work for the last 15 years; followed by consultations with partners, stakeholders, beneficiaries, volunteers, staff and the board of management of Trace Kenya. It is also a culmination of extensive reviews of patterns on human trafficking, demographic movements, and the general global trends on organized crime. The strategic plan has thus opted for an incremental approach, building on past experiences and entrenching experiences that work. It will therefore hold a deepening of our work as well as strategic expansion both in scope and geographical reach in Kenya. Our strength in partnership building will continue to play a role in our proposed strategic approaches as we respond to current challenges and anticipate potential risks.

This strategic plan targets to improve service delivery to victims of human trafficking - children, women and the youth both qualitatively and quantitatively; while expanding research, public communication and advocacy to highlight the ever complex issues around human trafficking, unsafe migration and smuggling of persons in Kenya and abroad.

We will enhance our supplementary support to government even as we call competent authorities to account; enhance private sector involvement; improve partnership with labour unions and increase our successful engagement with the media in fighting human trafficking and in articulating matters on the ever increasing human right abuse of vulnerable populations with special reference to children and women on the move. We seek constructive referral partnership with civil society organizations, special interest groups and communities to minimize effects of the scourge of human trafficking and modern day slavery.

I wish to take this opportunity to thank our development partners without whose financial support we will be constrained to meet our objectives.

I thank our beneficiaries, volunteers, staff and my colleagues in the Board for their dedication, support and belief in our work..

The Board Chairperson,

Patrick Onyango Ochieng

TRACE KENYA

Reference

Vision

A world free from child exploitation, human trafficking and slavery

Mission

Working with partners to fight human trafficking and slavery in Kenya

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ABBREVIATIONS

AC	ADVISORY COMMITTEE ON HUMAN TRAFFICKING
ADR	ALTERNATIVE DISPUTE RESOLUTION
AHTCPU	ANTI HUMAN TRAFFICKING AND CHILD PROTECTION UNIT
CBO	COMMUNITY BASED ORGANIZATION
CoK	CONSTITUTION OF KENYA
CSEC	COMMERCIASL SEXUAL EXPLOITATION OF CHILDREN
CSO	CIVIL SOCIETY ORGANIZATION
CSR	CORPRATE SOCIAL RESPONSIBILTY
CST	CHILD SEX TOURISM
CTIP	COUNTER TRAFFICKING IN PERSONS
ECM	EARLY CHILD MARRIAGE
FGM	FEMALE GENITAL MUTILATION
IOM	INTERNATIONAL ORGANIZATION FOR MIGRATION
KFA	KEY RESULT AREA
M&E	MONITORING AND EVALUATION
NG CDF	NATIONAL GOVERNMNET CONSTITUENCY DEVELOPMENT FUND
OCSE	ONLINE CHILD SEXUAL EXPLOITATION
ODPP	OFFICE OF THE DIRECTORATE OF PUBLIC PROSECUTION
PBO	PUBLIC BENEFIT ORGANIZATION
PLWD	PERSONS LIVING WITH DISABILITIES
SDG	SUSTAINABLE DEVELOPMENT GOALS

1.0 EXECUTIVE SUMMARY

In the last quarter of 2017, Trace Kenya embarked on a consultative process to ensure that the future plan will be as representative as possible. Discussions with stakeholders, beneficiaries, partners, staff and the Board provided a clear trajectory of a more robust, responding and courageous organization that will leave footprints in social development and offer practical solutions to **prevent** human trafficking, **protect** vulnerable populations from human trafficking, and **provide** services victims of human trafficking to enhance **prosecution** of perpetrators through building stronger **partnership** at home and abroad. This Strategic Plan builds into these 5Ps which have formed the foundation of our theory of change and our defined successes in countering human trafficking and modern day slavery.

In the 2022 -2026 strategic intervention, Trace Kenya hopes to **deepen interventions** and understanding of counter trafficking situations in the traditional coastal counties of Mombasa, Kilifi, Kwale; expand lessons to Lamu, Tana River and TaitaTaveta. Trace Kenya hopes to incrementally **enlarge geographical scope to "source counties**" and strategically add interventions in Nairobi, Isiolo, Garissa, Migori, Vihiga, Kakamega and Trans Nzoia Consequently, Trace Kenya will continue to invest in building partnerships in these counties while seeking to sustain impact in the traditional coastal counties. At the same time, as a national organization, Trace Kenya will seek partnerships to respond to emerging cases in the rest of the country.

A review of the environment that Trace Kenya works in and a stakeholders' analysis identified critical factors of migration, poverty, youth unemployment, climate change effects, poor education, negative cultural beliefs, and poor governance as some of the drivers towards vulnerability to human trafficking and exploitation. Children, women, youth and persons with disabilities continue to suffer the brunt of exploitation for labor and sex. Trace Kenya shall continue investing in prevention programming with focus on empowerment, awareness and interception for prevention of human trafficking; Advocacy for prevention of slavery and promotion of anti-slavery actions, direct psychosocial support to victims of human trafficking and survivors of slavery; legal support for justice for victims of human trafficking and building of strategic partnerships to counter slavery and human trafficking with the sole purpose of **restoring dignity** to communities.

In minimizing slavery and human trafficking, Trace Kenya shall work in the following Key Focus Areas encapsulated in our Vision and Mission as follows:

Vision: A world free from child exploitation, human trafficking and slavery

Mission: Working with partners to fight human trafficking and slavery in Kenya

Core Values

1. Transparent and accountable to our partners and communities we serve
2. Respect for human rights
3. Accessible to all partners and stakeholders
4. Compassionate and hold solidarity with our referral partners
5. Empathy with vulnerable population

Key Focus Areas:

KFA 1 **Child Safeguarding** – children suffer inordinately the consequences of child trafficking because of their innocence and vulnerability. Trace Kenya shall develop programs that protect children such as (i) Commercial Sexual Exploitation of children project; (ii) Education (iii) Online Child sexual Exploitation and Abuse (iv) Child Labour (v) Children on the move project (vi) End child sex slavery and (vii) Prevention of violence against children project.

KFA 2 **Gender Justice** – Trace Kenya identifies gendered lenses as greatly contributing to power inequality and injustices that are well defining in human trafficking. In order to confront these inequalities; and to address factors that lead to vulnerabilities, Trace Kenya shall pursue activities that address root causes of human trafficking such as (i) Women empowerment (ii) Girls empowerment (iii) Prevention of violence against the boy child (iv) Gender based violence prevention and response (v) End Sex Slavery Project and (vi) the management of safe house (Shelter) for victims of gender base violence and trafficking in persons.

KFA 3 **Migrant and Labour Rights** – Labour migration continues to contribute positively to national economic growth through remittances. However there remain cracks within which a growing number of young people find themselves victims of trafficking in persons and slavery. Trace Kenya shall work to promote ethical recruitment practices, seek improved policy framework for migrant labour and hold government to account on welfare of her citizens employed within the borders and abroad. Trace Kenya will therefore develop projects and programs such as (i) Raising victims/survivors of labour migration voices (ii) Labour rights (iii) Youth employment and decent work

KFA 4: **Institutional Sustainability –** Trace Kenya needs to grow in strength; emerging as a leader in matters related to combating human trafficking in Kenya and beyond. In order to achieve these, Trace Kenya shall (i) Promote strategic partnerships and networks; (ii) Strengthen Monitoring and Evaluation, Research and Learning (iii) Build and enhance the board, Management and Administrative structures for organizational growth and sustainability and (iv) Enhance communication to her internal and external publics

The Board of Management offers strategic direction in implementing this policy with periodic reviews to inform emerging issues. This takes cognizance of the fact that human trafficking is a transnational crime. We believe that this strategic plan will lay out a guideline in contributing to the elimination of the ever mutating scourge and international crime of human trafficking and slavery.

2.0 INTRODUCTION

2.1 Background

TRACE Kenya was established in 2005 and registered as a Non-governmental Organization (NGO) on 15th. March, 2006. Over the last fifteen years Trace Kenya has developed from a small organization to a trusted non state actor on Counter Trafficking in Persons matters at the coastal region, and nationally. In the same period, the Kenyan population has come to accept and acknowledge the fact that human trafficking and modern day slavery exists in its milleu. The media has played a great part in informing the public about human trafficking in Kenya and abroad.

Building from the immediate previous strategic plan **"Strengthening community capacities to participate in the elimination of unsafe migration, human trafficking and modern day slavery in Kenya"** for the period 2015 to 2018; the 2019 – 2024 strategic plan seeks to "**deepen action and enlarge scope of interventions in the fight against human trafficking and slavery in Kenya"** Based on experiences in the past 15 years; learning from migration trends in the "source counties" and building on skills sets, and expertise acquired by staff, volunteers and beneficiaries, Trace Kenya has purposed to continue contributing to the reduction of the over 29 million people in global slavery within the context of the Parlemo Protocol and in the context of its theory of change (i) **Prevention** of human trafficking through; Awareness Creation, Capacity Building, community resilience building, and Intercept (ii) **Protection** of vulnerable communities through advocacy for laws and policies that ensure rights of citizenry (iii) Direct **Provision** of assistance such as psychosocial support, direct basic needs provision such as medical access, education, alternative training and skills development and alternative skills provision to victims and survivors of human trafficking and slavery(iv) **Partnership and promotion** of the rights of potential victims and victims of human trafficking through research, advocacy and media engagement and partnerships, collaboration and networks to fight human trafficking and (v) **Prosecution** of perpetrators of human trafficking through sensitization of traffickers and facilitation of laws that protect children, youth, women and vulnerable populations from human trafficking

In the past, Trace Kenya has renewed its strategic plans every three years. This time round, learning from clear patterns for interventions and with better expertise, authority and partnerships, the Board elected to have a five year Strategic Plan, hence the 2019 -2024 Plan.

3.0. SITUATIONAL ANALYSIS

3.1 Overall Trace Kenya Goal

TRACE Kenya's overall goal is the reduction of human trafficking in Kenya. Its main objective is the elimination of child trafficking, and trafficking in persons among the most vulnerable populations, especially children, youth, women and persons with disabilities. It envisions a country where there is no exploitation of children, and no modern day slavery among community members. Trace Kenya seeks the restoration of dignity of communities affected by human trafficking. Trace Kenya's vision is etched on the Constitution of Kenya 2010 that sees that no one is enslaved nor exploited by another. It seeks the reduction of structural violence made possible by man's greed and impunity that is created from abuse of privilege and power relations. These ills are only made worse by corruption on the one hand and poverty on the other.

Currently there are indications of increased unemployment amongst the youth and higher poverty levels on female headed households which generates pockets of communities including The National Youth Service (a development from the Kazi KwaVijana (KKV), Economic Stimulus Package (ESP) and 30% procurement tenders directed at women youth and persons with disabilities to establish environment for industrial investments have been unable to breed employment opportunities to accommodate the growing constituency of the unemployed. The growing number of unemployed youth only renders them more susceptible to forced labor and slavery in foreign shores.

3.2 Trace Kenya Priority areas

Having the need to prevent human trafficking and the effectiveness of maintaining services to potential victims and victims of trafficking, Trace Kenya has prioritized:

a) Gender Justice
b) Child Safeguarding
c) Migration and
d) Institutional Sustainability

Trace Kenya will seek to work within the framework of identifying the best solutions in relations to its thematic priorities above. Trace Kenya takes cognizance of the fact that other related themes play a part in increasing community vulnerability. These include disability, minority groups, conflicts and effects of climate change Trace Kenya will seek partnerships and networks in promoting projects that address these issues as long as they play a direct nexus to human trafficking.

3.3 Rationale

Kenya has been placed at Tier 2 for the past three years by the US State Department on human trafficking; the annual global report on trafficking in persons. This means that ***"incidents of human trafficking are reported, but government is not doing enough to address these concerns"***. This has been of concern to Trace Kenya and non-state actors in combating human trafficking. This has meant that progressively, human traffickers have been ahead of actions to combat it; and hence more vulnerable populations have become victims.

In order to meet her objectives, Trace Kenya has deliberately sought partnership with various government departments and agencies such as the Ministry of Labour, the National Police Services, Counter Trafficking in Persons Secretariat, Anti Human Trafficking and Child Protection Unit, Trans National Organized Crime Unit, Department of Children Services, National Employment Authority, Immigration Department, The Judiciary, Office of the Director of Public Prosecution, County Governments and Other National Government Agencies and Offices. These partnerships have been referral in nature; with a good doze of follow-up; often considered irritable. Trace Kenya insists on this irritability for as long as these relationships remain tenuous

Trace Kenya interventions in the past three years were anticipated to reach the six counties in the coast region (Kwale, Kilifi, Mombasa, TaitaTaveta, Tana River, Taita Taveta and Lamu). These were met. Trace Kenya has worked on three projects with Nairobi based partners with anticipation to reach and establish foothold in the capital city by the end of 2023. Notwithstanding funding issues, this is hoped to be achieved by then. In the meantime the Administrative offices in Mtwapa and the Shelter in Mombasa have been functional. It is anticipated that there will be additional physical offices in Tana River (Minjila) and Kakamega will be functional by end of 2022. These offices will provide logistical reach as follows: Mombasa Shelter – National reach; Mtwapa Office - Coast region, Minjilla Office Lamu, Tana River and Garissa counties, Nairobi office for Isiolo and national liaison and Kakamega office for Western Kenya (Migori, Vihiga, Kakamega and Trans Nzoia). Trace Kenya will consider other parts of the country as outreach spaces; taking awareness and partnership interventions to selected areas from time to time.

Within the context of the Parlemo Protocol, Trace Kenya expects to participate among other civil society actors on issues around educational advocacy, children rights, gender justice, migration and migrant workers' rights, the Global Compact on Migration, matters around peace and conflict resolution that affect communities as well as emerging climate change and the nexus with migration and slavery.

Agenda 2030 for Sustainable Development Goals

This Strategic Plan will be implemented against the backdrop of the 2030 Agenda for Sustainable Development and Kenya's adoption of the SDGs by the United Nations in 2015. It is important to note that the following SDGs as related to the whole framework of 17 goals and 167 targets will be critical priorities for Trace Kenya during the strategic plan period Trace Kenya will contribute to the following SDG agendas:

SDG 5: Achieve gender equality and empower all women and girls

SDG 8: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.

SDG 10: Reduce income inequality within and among countries

SGG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable

SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

SDG17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

These SDGs are informed by the human rights principles and standards and therefore present prospects for advancing active nonviolence, security and democratization.

Trace Kenya's strategy within the regional context

The regional context is largely shaped by agenda 2016 and the Africa's economic development blueprint**.** The main aspirations of Agenda 2063 are a continent of good governance, democracy, respect for human rights, justice, rule of law and Africa whose development is people-driven, relying on the potential of African people, especially in respect to the women, youth, older persons and caring for children. These aspirations are captured in our 2013 strategic purpose of enabling communities to engage in combating human trafficking and developing social protection mechanisms.

As a deliberate contribution, Trace Kenya shall seek to partner with CSOs in the East Africa and the Horn as well as the rest of the continent to promote and empower communities to better combat human trafficking and slavery.

4.0: STRATEGIC FRAMEWORK

This chapter describes the strategic focus of Trace Kenya and its theory of change. It states the vision, mission, core values, goal, key focus areas, strategies and key activities that Trace Kenya will undertake in pursuit of its strategic direction

4.1: Justification of Programme and Target Counties

For more than a decade Trace Kenya has mobilized and sensitized communities into taking some action on trafficking at their community levels in Mombasa, Kwale and Kilifi counties. These efforts have been rewarded through support of partners such as KARDS, Consolation East Africa, Go-TIP, Kenya Peace Network (KPN) funded by Mensen meet en Missie (MM), and the Counter Trafficking Network in Kenya (CTN), now Stop The Traffick – Kenya (STTK). Additional support has come through a growing network membership of organizations such as CAACTE (Coalition of Actors against Child Trafficking and Exploitation), Mixed Migrants Network, COPDEC – Coalition for the Promotion and Development of the Child and the human rights defenders based in Nairobi, Kisumu, Isiolo and Malindi. These experiences have made it possible for Trace Kenya to reach out the six coastal counties of TaitaTaveta, Lamu, Mombasa, Kwale, Kilifi, and Tana River. The previous plan of action anticipated a reach into 3 additional counties of Nairobi, Isiolo and Bungoma as source counties, but become logistically unworkable. The proposed five year strategic plan hopes to deepen interventions in the traditional coastal counties while expanding to the Nairobi, Garissa, Isiolo, Vihiga, Kakamega and Trans Nzoia.

Garissa is a source of the Southern route that extends to the rest of Northern Kenya and neighbouring Somalia and Ethiopia. It is imperative that source counties be included in our prevention and awareness programs as part of our contribution to combating human trafficking. Migori and Trans Nzoia are two source areas that are not well covered as Bungoma and Busia by other partners in the Counter Trafficking in Persons sub-sector; hence their choice. Isiolo, Kakamega and Vihiga are transit routes for western and northern travel routes even as they are source areas especially for children trafficking. These counties are directly connected to the coastal counties especially Mombasa, Kilifi and Kwale where children are lured by promises of better education and work and end up in labour and sexual exploitation.

4.2: Contextual Analysis

Kenya is a destination, a conduit and a source of human trafficking activities. It is a hub of economic activities in Eastern Africa, with a large and growing service industry which is attractive to human trafficking. Less skilled and less educated Kenyans find themselves prey to traffickers offering jobs in Middle East. More educated citizens are lured to far east countries, , South Africa, Europe and USA. Others are lured into other African countries such as Angola and Nigeria with promise of better lives. Still others venture towards neighboring Tanzania, South Sudan and Libya for prospects. Often their dreams turn into nightmares when they realize they are in forced labour and unable to get the work they had been promised. Opportunities back at home are equally scarce, but promises of better life often draw children and youth from rural homes into cities and urban centers. Many end up in domestic servitude – that has become a part of the urban landscape so much so that it is considered normal.

As aforementioned, internally, children on the move find themselves attracted to coastal towns of Mombasa, Malindi, Mtwapa and Ukunda; many of them from the prioritized counties of Migori, Vihiga, Kakamega and Trans Nzoia while others use Isiolo and Garissa as transit towns.

Nairobi is strategically placed as a conduit for trafficking in persons, but also as a point of departure for international human trafficking. Children from Tanzania and Uganda and beyond also find their way into Kenya through porous border points in the West and South Western part of the country.

4.2.1: Regional Socio-Economic Status

Kenya, like other parts of the world is affected by climatic change. As a regional agricultural powerhouse, this has become more and more apparent, with deficit food and lengthy drought spells. With reduced grazing pasture and reduced granaries contents communities, particularly those at the drier northern counties, are exposed to resource oriented clashes. While Kenya struggles with agro-based economies, violence has ensured that her neighbors become net exporters of manufactured commodities, making reverse imports into the country. Kenya is served by a well educated population, but this comparative advantage is increasingly diminishing. Thus effects of climate change are developing another group of forced migrants – easily vulnerable to trafficking. Where internal conflict has had minimum effect, unemployment has played havoc on the community, leading to both internal and external migration by a youthful population.

4.2.2: Regional Political Context

The promulgation of the new Constitution of Kenya 2010 changed a few things in terms of political accountability and community involvement in decision making processes. While the project is alive to the past historical marginalization from political processes where people were looked at as voting tools, the new dispensation provides an ample opportunity to safe guard democratic gains in these regions, through devolution of power and resources within the framework of county governments. The optimistic side of this development lies on the ability of communities taking upon themselves the mantle of change. There is an opening where the youth, women and people living with disabilities are to be deliberately represented. This framework anticipates uplifting such marginalized groups of people towards participative democracy in their localities. This project underscores the need therefore for civic education that can help communities become active inspectors and instigators of reliable political change rather than remain spectators, and encourage procrastination from the political leadership who are custodians of establishing and amending. Governance invariably becomes an important feature in ensuring stable cohesive populations through accountable leadership.

4.3 Rational for this Strategic Plan

Trace Kenya Strategic Plan for 2015 to 2017 focused on making a major strengthening community structures to respond to trafficking in persons. This strategy looks at deepening interventions and expanding geographical expanse for Trace Kenya

4.3.1 Our Vision, Mission and Core Values

Vision: A world free from child exploitation, human trafficking and slavery

Mission: Working with partners to fight human trafficking and slavery in Kenya

Core Values

- Transparent and accountable;
- Respect for human rights;

- Accessible to the community;
- Compassion and solidarity;
- Empathy with vulnerable

Key Focus Areas
Working through the 5Ps of Prevention, Protection, Provision, Prosecution and Partnerships, Trace Kenya wishes to focus on the following four (4) Key Focus areas:

KFA 1 Child Safeguarding

KFA 2 Gender Justice

KFA 3 Migration Rights

KFA 4: Institutional Sustainability

5.0 IMPLEMENTATION FRAMEWORK

5.1 The early days

The very first project undertaken by Trace Kenya was in Kinango District (Sub-county); - Kwale County whereby, transition through primary into secondary school was sought, by encouraging girls to stay within the school cycle, and thus escape being lured into domestic labor in Mombasa. From this project, Trace Kenya developed the now tried and tested model of "***keep the child in school***". School is both a prevention center and a rehabilitation space for children vulnerable to child trafficking. The second project involved supporting youth to develop artistic skills in what came to be called ***Kipawa Youth Project in Mombasa County***. In 2007, Trace Kenya initiated the awareness program, currently taking upto 60% of project work. This entails capacity ***building communities to use existing structures to protect, prosecute and rehabilitate victims of human trafficking***. In the following year, Trace Kenya started the annual outreach program to areas where incidences of human trafficking are gaining notoriety. Trace Kenya joined GO-TIP in 2010 and now convenes an annual meeting of ***grassroot organizations that combat human trafficking in Mombasa***, TaitaTaveta, Kwale, and Kilifi counties. In recent times this project has been supported by the Kenya National Commission for Human Rights under the auspices of the CSO reverence group on Security and Human Rights and lately the Catholic Church in Malindi – Kilif County. 2011 saw Trace Kenya join KARDS and Eastern Africa networks on a regional effort towards countering Human Trafficking. This needs to be re-established; as indeed an African desk needs to be reestablished to cover the cases of migrants from as far as Ghana, Nigeria and Mali and Eritrea to the west and northern Africa and as way back as South Africa. The Catholic Church has been instrumental in increasing visibility of continental Human Trafficking activities.

For the period 2014 – 2016 Trace Kenya reinvigorate its internal capacity, strengthened partnerships (KPN, CTN, PCRN, EYC) in order to ***increase capacity to counter human trafficking in Kenya.*** In the period 1st August 2015 – 31st July 2016, Trace Kenya concentrated activities in the following areas: (i) **Counter trafficking in persons programs** in coast counties – Kilifi, Mombasa, Kwale, Tana River, and TaitaTaveta counties. This project is mainly funded by Mensen met eenmissie and internal revenue generated by Trace Kenya's consultancies. (ii) **Education projects** in Tana River, Kwale, Mombasa, Kilifi and TaitaTaveta counties. The main donor is UNICEF Kenya (iii) **Peace and good governance** in Mombasa and Kilifi counties; and later supported by USAID through Search for Common Ground and NOPE in Leadership Initiative for Good Governance in Africa LIGGA and SHIRIKI projects respectively. The **Skills development and sustainable economic empowerment project** in Kilifi County was supported in part by internal Trace Kenya revenues; Mensen Met een Missie, and individual donors.

The immediate past three years has seen an expanded and stronger organization, gaining local trust and international exposure on matters around human trafficking, migration and human smuggling.

5.2 Building on our past achievements

The next five years we shall focus in improving our programming and developing cutting edge response to human trafficking in our traditional project sites, while expanding our national reach to respond in areas we consider source or transit zones. This strategic plan builds on our expertise and achievements in:

- Implementing the national referral mechanism
- Implementing one of the most successful intercept project
- Establishing community child protection committees
- Enhanced partnerships with state and non-state partners

5.3 Lessons Leant:

Our greatest lesson has been that effective combating of human trafficking entails sustainable partnerships with state and non-state actors. Even as there was disruption occasioned by COVID 2020, the period 2018 – 2022 has shown our resilience and recovery as a result of improved network with state actors and civil society members. In our 2022 -2026 strategy, we hope to invest more in building these partnerships. Additionally we shall promote the use of evidence based programming, data sharing, vital information technology information reach, and continue investing in strengthening community based structures to protect children, vulnerable youth and women from human trafficking and slavery.

5 Stakeholder analysis

A stakeholder analysis was undertaken to gather and analyze qualitative information to determine whose interests should be taken when developing and implementing this Strategic Plan.

Table 1: An analysis of Trace Kenya stakeholders.

Category	stakeholder	Trace Kenya expectation from stakeholder	Stakeholders expectation from Trace Kenya
Public	Citizens	Partnership for development projects	Capacity Building and awareness creation Aggregate and represent community interests,
State organs	National Government Executive	Information sharing and Technical Advice	Monitoring to ensure that decision-making is participatory and that commitments are delivered
	Directorate of Criminal Investigation	Information sharing and Technical Advice	Share information on possible criminality ad protection of victims of trafficking
	Office of the Director of Public prosecution	Information sharing and Technical Advice	Share information on possible criminality ad protection of victims of trafficking
	Parliament and County Assembly	Efficiency in legislation, representation and oversight Equitable resource allocation	Capacity building and Petitions Participation on legislations and policy development
	Judiciary	Just and expeditious disposal of cases	Referral of cases ADR
	National Employment		

	Authority		
	Commissions and independent bodies	Information sharing Enhanced collaboration and consultations	Information sharing Referral of cases
	County Government	Information sharing, Enhanced collaboration and consultations	Information sharing Capacity Building
Non State Actors	PBO's and religious community	Networking and information sharing, Capacity Building and sharing best practices	Networking and information sharing Capacity Building Capacity Building and sharing best practices
	Private Sector	CSR for projects; Strengthen advocacy and lobbying for their operating environment	Allocate funding for CSR and financial support to CSOs
	Private Recruitment Agencies		
	Media	Professional reporting	Information sharing, Capacity Building, Sharing best practices
Strategic Partners	Donors	Financial and technical support	Accountability for allocated resources
	Staff and management	Quality performance of assignments	Adequate remuneration and compensation Availability of resources

6 Trace Kenya internal environment

Trace Kenya's internal environment has been summarized using the SWOT framework

Table2: An Analyzed presentation of Trace Kenya's SWOT framework

FACTOR	STRATEGIC RESPONSE
Strengths	
Mandate	Duly registered as an NGO and observes statutory and compliance requirements
Skilled, youthful and Committed staff	Develop, realign and utilize staff for effective, efficient & timely implementation of programs and administrative functions
Credibility and good track record	Leverages increased collaboration, fundraising and programming
Experience and good track record in fighting human trafficking in Kenya	Easy name to recall with a strong vision, mission and core values
Improved relationships with	Strong relationships with stakeholders

partners	
Weaknesses	
Inadequate resources	Invest in a resource mobilization strategy Increased accountability and adherence to the finance manual
Poor visibility and County presence	Develop, adopt and implement a communication/branding strategy Innovative partnerships and an expansion strategy with community based structures / county focal persons as well as use of ICT platforms.
M&E	Low Monitoring and evaluation of projects
Comprehending staff	Staff low capacity to understand the complexity of human trafficking work.
Opportunities	
Interest in participation on governance	Align Trace Kenya's programming along the enhanced legal and policy provisions for public participation
Goodwill from likeminded partners and networks	Increase advocacy and opportunities for influencing policies Utilize for sharing of information Strategically used for resource mobilization and joint programming
Increased interest on migration	Partner with organization to develop human trafficking programmers within the context of migration - Opportunities to work in related areas of sexual and gender based violence projects - Need to raise profile in child protection with specific reference to children in domestic servitude, - Opportunity to strengthen women empowerment - Opportunity to strengthen legal support services - Possibility of expansion in specialized shelters - Strong linkages with state, non-state and private sector - Support from the Media - Opportunity to expand to other counties and countries
Threats	
Increasing culture of impunity and lack of accountability	- Enhance programs that promote sharing of information between citizens and legal and security mechanisms - Strengthen programming on the constitution - Enhance public interest litigation to build jurisprudence on counter trafficking in persons
Reduced funding	- Diversify fundraising sources - Enhance strategic partnerships - Competition for small pockets of funds across the globe - Projects limited to competition from other stakeholders - Partnerships poorly handled may not make sustainable strategic approach in growth - Lack of clarity in work of the organization beyond the small circle of stakeholders.

7 Our Theory of Change

Trace Kenya's theory of change is underpinned by its central focus of addressing human

trafficking in Kenya. It acknowledging the global nature of human trafficking, Trace Kenya has adopted the Palermo Protocol 4 Ps and added an extra P in its theory of change. The theory of change:

(i) **Prevention** of human trafficking through; Awareness Creation, Capacity Building, community resilience building, and Intercept
(ii) **Protection** of vulnerable communities through advocacy for laws and policies that ensure rights of citizenry
(iii) Direct **Provision** of assistance such as psychosocial support, direct basic needs provision such as medical access, education, alternative training and skills development and alternative skills provision to victims and survivors of human trafficking and slavery
(iv) **Prosecution** of perpetrators of human trafficking through sensitization of traffickers and facilitation of laws that protect children, youth, women and vulnerable populations from human trafficking
(v) **Partnership** in the promotion of the rights of potential victims and victims of human trafficking through research, advocacy and media engagement and partnerships, collaboration and networks to fight human trafficking and

Our theory of Change is thus; prevention, protection, provision of and for victims of trafficking; the partnership for prosecution of perpetrators of human trafficking.

8 Our Key Focus Areas and Implementation

KFA 1 Child Safeguarding

Globally, more than 50% of detected trafficking victims are sex trafficked. 77% of women and 72% of girls who are trafficked are trafficked for sexual exploitation. Sex trafficking remains the most profitable illegal organized crime for traffickers. They rake in huge profits in a $99 billion a year global commercial sex industry. While countries have laws against trafficking, these are not being implemented and prosecutions and convictions remain abysmally low. Projects implemented by Trace Kenya include:

- Prevention of violence against children; Prevention of commercial sexual exploitation of children and prevention of the participation of children in violence including organized gangs and violent extremism.
- Protection of from child trafficking through promotion of children voices, safe spaces and platforms for accountability.
- Provision of psychosocial support for children and direct services for rehabilitation and family reunions
- Prosecution of child traffickers
- Building partnership to end child slavery and trafficking in all its forms.

Outcomes

1) Increased community actions on prevention of violence against children.
2) Enhanced responsiveness to and the prevention of commercial sexual exploitation of children
3) Enhanced public knowledge and information on prevention of violence against children
4) Increased level of public participation in decision making on child safeguarding and children rights
5) Increased and equitable access to service delivery for children at all levels

6) Enhanced prosecution of child traffickers
7) Strengthened accountability on child safeguarding.

Action plan

I. Facilitate awareness and interceptions to prevent violence against children and child trafficking.
II. Facilitate media engagement to increase public knowledge on child trafficking and prevention of violence against children.
III. Network, advocate and lobby for policies and laws that protect children from violence and trafficking
IV. Engagement with relevant international, regional and national bodies and mechanisms on accountability on child safeguarding
V. Contribute to the provision of psychosocial support, legal services, reintegration services and family reunion of children affected by child trafficking.

KFA 2 Gender Justice

While opportunities for sustainable social development are growing, Kenya still faces many challenges including the risk of major insecurity and conflicts. These include incidences of violent ethnic animosity, violent political violence, violent demonstrations, terrorist attacks, extra judicial killings, gender based violence, and violent land related conflicts. In all these cases, women and girls are likely to bare the inordinate burden of gender violence. Increasingly, boys are faced with violence from family and partners. To ensure gender justice, Trace Kenya shall contribute to:

- Promotion of gender justice through the promotion of women empowerment programming, community socio-economic projects; and prevention of violence against women and Persons living with disabilities interventions.
- Provision of specialized transit shelter for victims of trafficking and gender based violence.
- Prosecution of human traffickers
- Partnership for Policy advocacy for protection against human trafficking

Outcomes

- Strengthened community resilience against violent extremism, conflicts adverse effect of climate change and subsequent vulnerabilities to human trafficking.
- Enhanced capacity for the provision of shelter services and attendant psychosocial support, legal support, mental health and reintegration services.
- Enhanced livelihood options for survivors of violence and strengthened voices of survivors
- Enhanced support for prosecution of human traffickers and rights promotion for victims of human trafficking.

Action plan

I. Establish socio-economic interventions that promote gender justice
II. Increase capacity for provision of shelter services for victims of trafficking and gender based violence
III. Promote and strengthen survivors' network to increase agency and self-promotion of survivors of human trafficking and gender based violence
IV. Conduct sensitization to empower and engage young people, women and men on

strengthening social cohesion and contributing to the promotion of gender justice

V. Research and publish root causes, instigators and structures that actively contribute to gender violence in Kenya
VI. Establish a livelihoods program as a safety net targeting survivors of radicalism, conflict trafficking and gender based violence

KFA 3 Migration Rights

(i) Prevention of trafficking in the migration routes and migrant labour routes through awareness creation and intercept projects.
(ii) Protection of victims of trafficking with linkages and referral pathways for services
(iii) Provision of trainings, education for youth employment and decent work
(iv) Prosecution of traffickers in the migrant labour industry
(v) Partnership for and with survivors of migrant labour and forced migration to raise victims/survivors' voices
(vi) Advocate for policy and legal frameworks that promote the rights and welfare of migrant workers.

Outcomes

- Safe and orderly migration polices and local livelihood communication strategies developed.
- Awareness on the national referral mechanism in undertaken
- Education for youth on career, employment and safe migration
- Prosecution for human traffickers and human smugglers.
- Migrant survivors participating in survivors' networks locally, nationally, regionally and globally.
- Facilitative policies and laws on migrant rights and welfare In place.

Action plan

- Develop and implement safe and orderly migration and local livelihood options communication strategies.
- Create awareness on safe orderly migration and the national referral pathway
- Promote education and training for youth on career, employment, decent work and safe migration
- Facilitate prosecution of human traffickers and human smugglers in the country
- Facilitate platforms for survivor' network and promote survivors' voices on safe migration
- Participate in and advocate for policy and legal frameworks for safe and orderly migration in Kenya.

KFA 4: Institutional Sustainability

While opportunities for sustainable growth present itself in the current context of enhanced interest in counter trafficking in persons in general, civil society space has continued to shrink both globally and nationally. The past ten years have been very difficult for CSOs in Kenya with an openly

- Promotion of Strategic partnerships and networks;
- Strengthening Monitoring and Evaluation, Research and Learning
- Building and enhancing the Board, Management and Administrative structures for

organizational growth and sustainability and
- Research, data collection and information sharing for appropriate interventions
- Enhanced media engagement, public communication and publicity
- Institutional capacity development of Trace Kenya

Outcomes

- Efficient organizational systems, strong internal controls and sound policies that provide a framework for effective management and governance of Trace Kenya
- Effective and accountable systems that meet industry standards and donor-funding requirements
- Sound understanding of the donors and the sector trends in order to mobilize resources and provide approaches that will guarantee results and impact.
- Improved staff performance, retention and general well-being

Action plan

I. Provide Information Communication Technology infrastructure and training to support documentation, information dissemination and research
II. Organizational process improvement and standardization will involve updating and / or developing the following organizational strategies, policies and policies
    a) ICT and Communication strategy
    b) Finance manual
    c) Procurement manual
    d) Human Resources manual
    e) Risk, Anti-fraud/corruption policy
    f) Monitoring and Evaluation strategy
    g) Gender policy
    h) Child Safeguarding Policy
    i) Resource mobilization procedures
    j) Partnership / stakeholder management policy
III. Improve visibility and the Trace Kenya brand
IV. Enhance human resources and inculcate a learning and performance culture

5.6 The Budget

The introduction of performance-based budgeting has resulted in a more integrated approach to allocating resources across the organisation, with activity-based budgeting undertaken by management and staff as part of its annual planning and budgeting cycle. This plan will require an estimated **Kenya Shillings 225,000,000** spread over 5 years to implement. The guiding principle in Trace Kenya's budget is to remain consistently below 60% in programming while staff, and institutional development remain at less than 30% in the next 5 years. Capital and investment expenditure expended will seek to reduce administration and personal cost to program costs to a ratio of 15:85; hence maximize investment value at all times.

Table 5: Five Years Budget and projections

	2021	2022	2023	2024	2025	2026
KFA 1	Child Safeguarding					
Prevention	5,000,000	5,500,000	6,000,000	7,000,000	8,000,000	10,000,000
Protection	200,000	100,000	500,000	500,000	1,000,000	1,500,000
Provision	1,000,000	800,000	2,000,000	3,000,000	1,500,000	2,000,000
Prosecution	200,000	500,000	1,200,000	1,500,000	1,500,000	1,000,000
Partnership	100,000	120,000	300,000	500,000	800,000	800,000
Sub-total	**7,000,000**	**7,020,000**	**10,000,000**	**12,300,000**	**12,800,000**	**15,800,000**
KFA 2	Gender Justice					
Prevention	950,000	3,000,000	3,500,000	5,000,000	5,500,000	7,000,000
Protection	2,000,000	300,000	500,000	2,000,000	2,500,000	3,000,000
Provision	700,000	200,000	700,000	1,200,000	1,500,000	1,800,000
Prosecution	300,000	30,000	300,000	500,000	600,000	800,000
Partnership	50,000	770,000	1,500,000	2,500,000	3,000,000	3,500,000
Sub-total	**4,000,000**	**4,300,000**	**6,500,000**	**11,200,000**	**13,100,000**	**16,100,000**
KFA 3	Migration Rights					
Prevention	1,000,000	2,000,000	2,300,000	2,500,000	3,000,000	4,000,000
Protection	1,200,000	800,000	600,000	900,000	1,000,000	1,500,000
Provision	680,000	2,800,000	2,100,000	4,000,000	4,300,000	4,600,000
Prosecution	120,000	40,000	1,000,000	1,200,000	1,500,000	2,000,000
Partnership	1,000,000	1,300,000	2,000,000	3,000,000	3,200,000	3,500,000
Sub-total	**4,000,000**	**6,800,000**	**7,000,000**	**11,600,000**	**13,000,000**	**15,600,000**
KFA 4: Institutional Development		2022	2023	2024	2025	2026
Promotion of Strategic partnerships and networks.		198,000	500,000	750,000	1,300,000	1,350,000
Strengthening M & E Research and Learning		10,000	900,000	1,500,000	3,000,000	5,000,000
The Board, Management, Administrative and staff structures		42,000	900,000	1,500,000	3,000,000	5,000,000
Organizational internal and external communication		61,000	300,000	600,000	800,000	1,200,000
Institutional operational and logistical capacity		160,000	1,200,000	1,300,000	1,900,000	3,000,000
Enhancing sustainability (property & investment)		20,000	600,000	1,500,000	3,000,000	5,000,000
Sub-total		**491,000**	**4,400,000**	**7,150,000**	**13,000,000**	**20,550,000**
TOTAL BUDGET	**15,000,000**	**18,000,000**	**27,900,000**	**42,250,0000**	**51,900,000**	**68,050,000**

Table 4: Trace Kenya's Performance Framework

	STRATEGIC GOAL	REDUCED LEVELS OF TRAFFICKING IN PERSONS IN KENYA				
	Results	**Indicators**	**Baseline**	**Targets**	**Data source & Source**	**Frequency**
KFA 1: Safeguard Children from violence, abuse and child trafficking						
OUTCOMES	Enhance prevention of violence against children and response to child trafficking in Kenya	# of children prevented from violence	1750	5000	Program Reports Project Officer – Child Protection	Annually
		# of children prevented from child trafficking	350	700	Project Report – Child Protection Officer	Annually
	Enhance the protection of children from all forms of child abuse and trafficking in Kenya	% increase in scope of work across counties and countries (Mombasa, Kwale, Kilifi and Taita Taveta to Tana River, Lamu, Garissa, Nairobi, Isiolo, Migori, Vihiga, Kakamega, Trans Nzoia, other counties and outside the country - out of possible 50)	8%	28%	Strategic Plan Review report - the Board	Annually
		# of children protected from child trafficking	200	400	Program Report – Programs Coordinator	Annually
	Increased number of children provided with direct psychosocial support, mental health services, legal services, rehabilitation, family reunion and reintegration.	# of children receiving direct services from Trace Kenya	500	1200	Program Reports – Shelter Manager	Annually
		# of children reintegrated to community	547	2500	Project Report – Shelter Manager	Annually
	Increased prosecution of perpetrators of child abuse and trafficking	# of cases brought to court	12	60	Program Reports – Child Protection	Annually

					Officer/Counselor	
		# of successful prosecutions	9	60	Case Reports – Case manager	Annually
	Strengthened partnerships to advocate for children rights policies, prevent abuse and violence and combat child trafficking (From Court Users Committee; Local Children Advisory Committee and Elimu Yetu Coalition to an additional 4 local, regional, national and global network)	# of advocacy partnerships that seek to promote child welfare and rights.	3	7	Quarterly report – the Board	Annually
KFA 2: Advancing Gender Rights in Kenya						
OUTCOMES	Promote and empower children, women, men, adolescents and youth in advancing gender justice.	# of children empowered and mentored in advancing gender justice	40	130	Program Reports – Child Protection Officer	Annually
		# of women empowered and mentored in advancing gender justice	15	900	Program Report – Program Officer, Women Empowerment	Annually
		# of men empowered and mentored to advance gender justice	15	300	Project reports – Program Manager	Annually
		# of adolescents and youth empowered and mentored to advance gender justice	45	450	Project report – Program Manager	Annually
		# of boys empowered and mentored to advance gender justice	7	35	Project report – Program manager	Annually

	Enhance direct support and protection for victims of gender based violence and human trafficking.	# of victims supported and protected from gender based violence	12	50	Field Monitoring report – Field Monitors	Annually
	Provide shelter services for rehabilitation and reintegration of victims of gender based violence and trafficking in persons	# of shelters established	1	3	Quarterly Report – the Board	Annually
		# of victims supported in shelters	527	1200	Shelter report – Shelter Managers	Annually
		# of persons reintegrated into community	527	1200	Program Reports – Shelter Managers	Annually
	Partnerships building for survivors of gender based violence and human trafficking (Establish or participate in establishment of domestic violence survivors, Sexual and gender based violence survivors and intimate partners' violence survivors network for men and promote Survivors network on human trafficking with other CSOs at local, national and global level over and above the current two – coast network and the national network)	# of networks promoting survivors' voices.	0	3	Program Reports – Programs Manager	Annually
		# and types of CSOs local, national, regional and global networks promoting the voice of gender based violence and human trafficking survivors	2	5	Programs Reports – Programs Manager	Annually
KFA 3: Enhancing Safe Orderly and Regular Migration and Migrant Labour Rights						
OUTCOMESProsecution of	Promotion of safe, orderly and regular migration and migrant labour rights	# and types of intercepts made	587	1500	Project Reports – Field Monitors	Annually
	Protecting the rights of migrant workers in Kenya	# of migrant workers protected from unsafe migration	40	150	Project Reports – Field Monitors	Annually
	Providing direct assistance to victims of forced labour, and exploited migrants in Kenya	# of migrant workers rescued, assisted and supported	300	1800	Program Report – Programs Manager	Annually

	Prosecution of human traffickers and smugglers on the migration routes	# of perpetrators prosecuted	0	5	Court Report - Case Manager	Annually
	Partnerships to advocate for youth employment and decent work for citizens; promotion of workers' rights and advancement of safe, orderly and regular labour migration(Labour Unions, Researchers, Academia, Practitioners, and Survivors).	# and types of partnerships on decent work, advocacy and advancement for migrant workers.	3	5	Quarterly Partnership reviews – the Board	Annually
KFA 4: Enhancing, effectiveness, efficiency and sustainability of Trace Kenya						
	Efficient organizational systems, strong internal controls and sound policies that provide a framework for effective management and governance of Trace Kenya	No of policies in use that meet industry standards and donor-funding requirements	6	12	Monitoring and Evaluation Reports	Annual reviews
	Sound understanding of the donors and the sector trends in order to mobilize resources and provide approaches that will guarantee results and impact.	Percentage increase in resource base	18 m	68 m	Quarterly Financial Reports – Finance and Administration Officer	Quarterly reviews and annual reviews and audits
	Improved staff performance, retention and general well-being	# of staff retained	5	20	Appraisal Reports – Executive Director	Annual reviews
	Promotion of Strategic partnerships and networks; that capacitate staff and enhance motivation and performances.	# of strategic partnerships	0	10	Board Reviews	Quarterly
	Strengthening Monitoring and Evaluation, Research and Learning and build partnerships with academia, researchers and survivors	# of staff on M&E	0	2	Executive Director	Annually

	Building and enhancing the Board, Management and Administrative structures for organizational growth and sustainability	Percentage increase in board participation in organizational impact and policy activities	25%	100%	The Board – The Secretary	Annually
	Enhancing internal and external communication – The media and social media (website, instagram, you tube, facebook, etc)	# and types of ICT based internal and external communication channels for brand visibility and programming	2	6	The Executive Director	Annually
	Investment in sustainable income and generation of internal funds for Trace Kenya – Capital investments, land consultancies etc	# of investments to secure organizational sustainability	0	4	The Executive Director	Annually

1.0 MONITORING AND EVALUATION

Adopting a results-based management approach, and consistent with our commitment to accountability and continuous learning, we will use a variety of tools to monitor, evaluate and learn. An M&E policy will guide M&E principles, roles and responsibilities of the different stakeholders and the types of evaluations and reviews that will be undertaken. The M&E policy will serve to guide staff, grant partners and other stakeholders as well as clarify the roles and responsibilities of the different stakeholders. A revamped M&E system will be developed.

2.0 ASSUMPTIONS AND RISKS

Table 6: An analysis of Trace Kenya's Risks and Assumptions

Assumptions	~ All plans and projects will proceed as planned. ~ The National and International arena will take time to improve from the economic slowdown. ~ Political goodwill will remain in the country and eastern African region. ~ Funding partners' commitments will remain.
Risks	~ Political instability especially during political activities ~ Insecurity and increased migration for social-economic reasons ~ Conflicting stakeholder interests ~ Increased displacements due to climate change and other social disparities and inequality ~ High cost of operations and strong assault by innovative groups
Possible Mitigations	~ Partner with government to ensure sustainability of programs and interventions ~ Promote safe and orderly migration, advocating for acceptance of these and normal phenomena and encouraging safe migration governance by governments. ~ Advocate for equity and equality by government through social protection measures ~ Advance use of ICT and innovations to effectively participate in new media platforms.

9 Review of the strategic plan 2021 – 2026

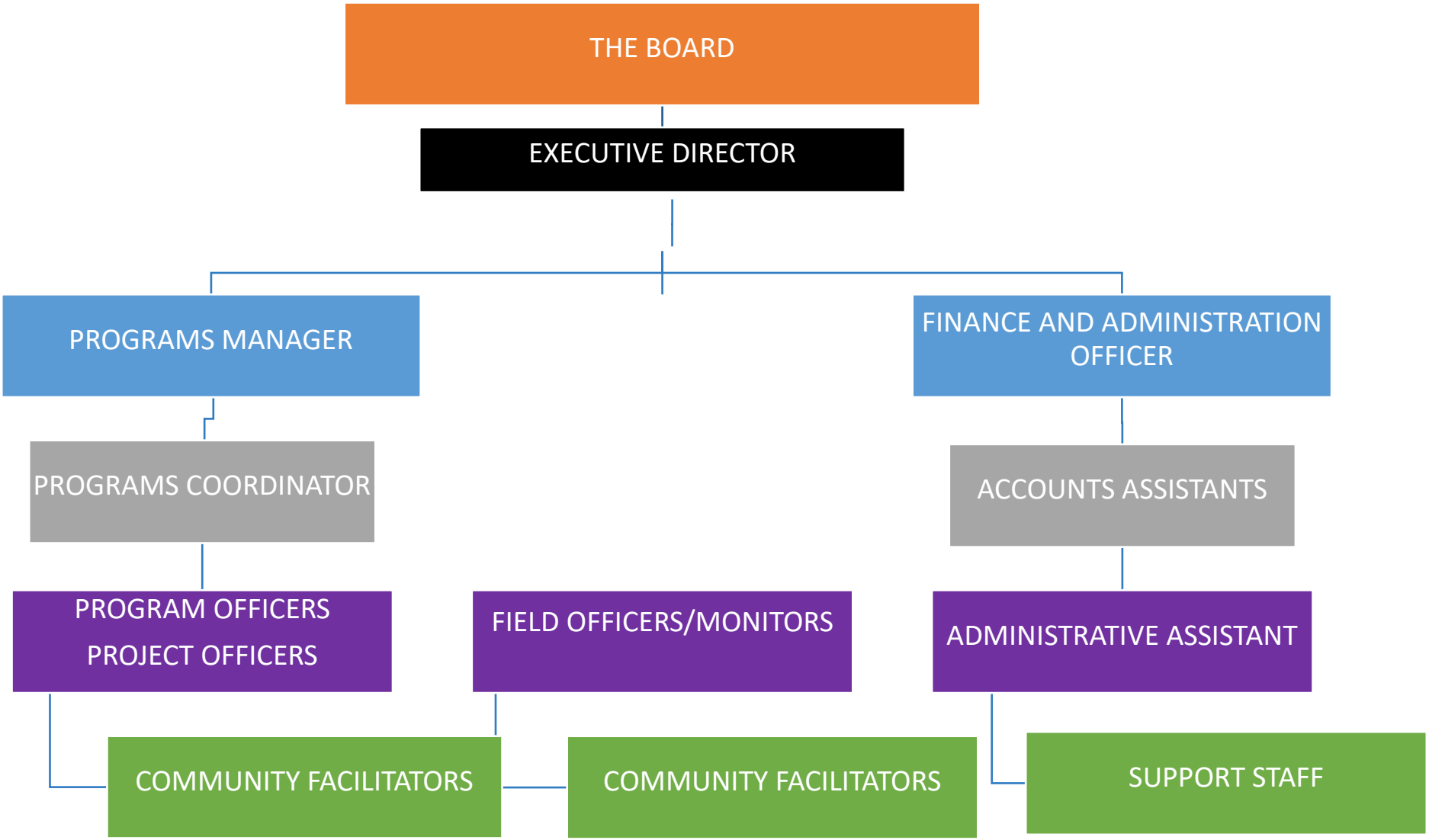
Having had a hiatus in 2018 – 2020; the Strategic Plan for 2021 to 2026 was developed and implemented over the period that the country was recovering from COVID 19; and the organization having survived through the tough period of a global pandemic and subsequent economic difficulties. The period was also a transition one from one administration to the next. These major occurrences have provided deep insight into future strategies; one is that of maintaining focus on combating human trafficking, emerging slavery and need for survivors' voices. The second is the need to stabilize income for programing and the final is the knowledge that human trafficking is a global concern; increasingly intertwined with complex global happenings and evidently increasing inequality.

Moving to the future, Trace Kenya will:

1. Mobilizing, sensitizing and educating communities for informed and meaningful engagement on socio- economic and political issues that cause or can cause violence to children, migrants and a gendered lens to human trafficking and slavery.

2. Engaging partners into strengthened position for combating human trafficking and slavery while including the voices of survivors.
3. Positioning Trace Kenya through evidence based research and data collection as a premier non-profit on combating human trafficking in Kenya.
4. Undertaking organizational processes that inform and improve programmes, staff competencies, financial, and administrative support.
5. Strengthen M & E and develop data bases for its work while partnering with Academia, Practitioners and Survivors.
6. Equipping Trace Kenya with a skilled workforce, financial, administrative and support as well as information technology, as essential foundations for effective and efficient project outcomes.

TRACE KENYA ORGANOGRAM



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