



Coalition Startup Toolkit



Table of Contents

An introduction to establishing a network / coalition	02
Part 1 – Groundwork	05
Part 2 – Data Gathering & Designing the Network Structure	09
Part 3 – Processes & Implementation	12

An introduction to establishing a network/coalition

Establishing anti-trafficking networks is one of the most strategic ways to address trafficking on a national, regional and global scale. The only way to address a problem that is grown through networks, is by countering it with networks.

This framework is a tried and tested model based on years of learning and refinement and is in 3 main parts as detailed in the following table:

Part 1 – Ground Work		
	Questions to be answered	Further considerations
Why?	<p>Why?</p> <ul style="list-style-type: none">• What is the rationale for setting up a coalition/network/alliance?• What environmental research and mapping has been carried out to build this case?• What are the country/region specific challenges?	<p>Who are the key stakeholders?</p> <p>What is the timeframe for the initial groundwork to be completed in?</p>

Part 2 – Designing the Network Structure

	Questions to be answered	Further considerations
What? Who?	<p>What?</p> <ul style="list-style-type: none"> • What is the scope and vision of the network? • What do you want the structure to be? • Who will lead this network? <p>Who?</p> <ul style="list-style-type: none"> • Who are the key stakeholders that you wish to be members of this network? Why? • Who else do you need to consider as stakeholders in this network? Why? • Who will be involved in the strategic leadership of the network and the day to day management / running? • How will they be funded? 	<p>Structure Decisions</p> <ul style="list-style-type: none"> • Formal vs Informal • Mandatory vs voluntary membership <p>Legal & Oversight Decisions</p> <ul style="list-style-type: none"> • Legal requirements • Oversight methods <p>Membership Decisions</p> <ul style="list-style-type: none"> • Criteria for membership • Process for joining • Participation expectations <p>Funding & Financial Decisions</p> <ul style="list-style-type: none"> • External sources • Internal sources <p>Minimum Standards & Accountability Decisions</p> <p>Conflict & Challenges</p> <p>People Decisions</p> <ul style="list-style-type: none"> • Leadership • Staffing

Part 3 – Process & Implementation

	Questions to be answered	Further considerations
How?	<p>How?</p> <ul style="list-style-type: none"> • How do you plan to create the impact that you envision? • What activities and practices will you implement in order to do this? • How will you monitor these? 	<p>Name of coalition</p> <hr/> <p>Vision (& rationale)</p> <hr/> <p>Objectives</p> <hr/> <p>Activities (joint activities)</p> <hr/> <p>Planning & Budgeting frameworks</p> <hr/> <p>Monitoring & Evaluation methods</p>

Part 1:

Groundwork



01. What is the rationale for setting up a coalition/network/alliance?

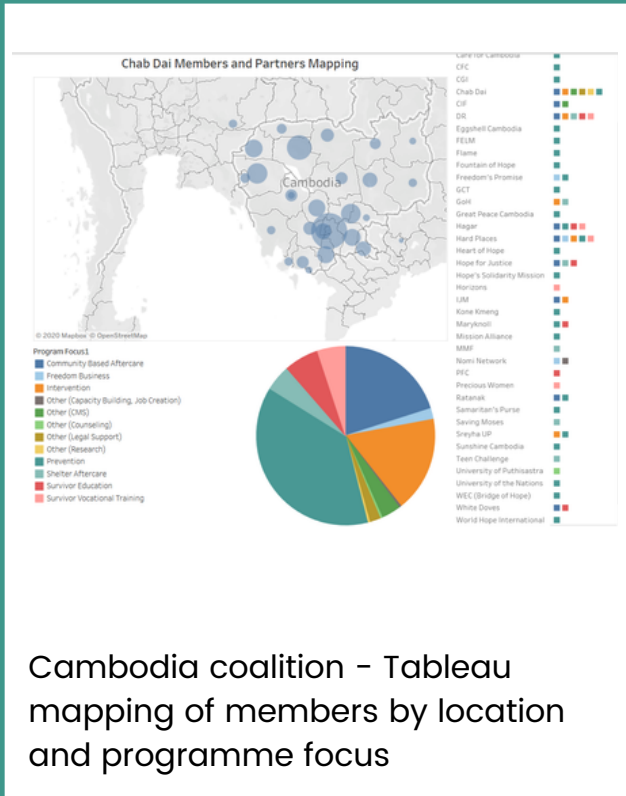
- What are the issues of trafficking and exploitation that are in your nation/region?
- What issues require the greatest attention? Why?



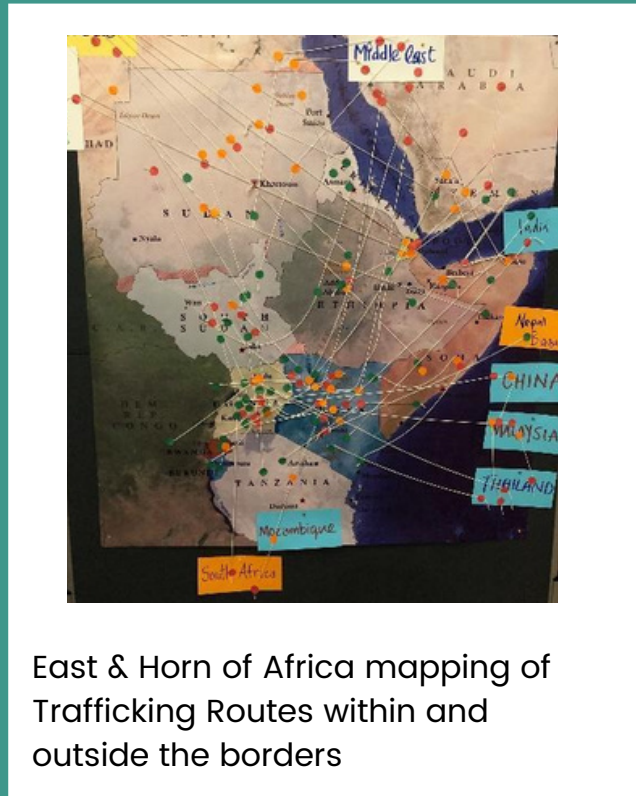
02. What environmental research and mapping have been carried out to build this case?

- Who is doing what and where?
- Who is already working on these issues? (e.g. Government, NGO, Community groups, etc.)
- What are they doing? (e.g. prevention, awareness, aftercare, advocacy)
- What does this show you?
- Where are the gaps/overlaps?
- How reliable is the research? How can this be improved? What else do you think you need to know? How can you find this out?

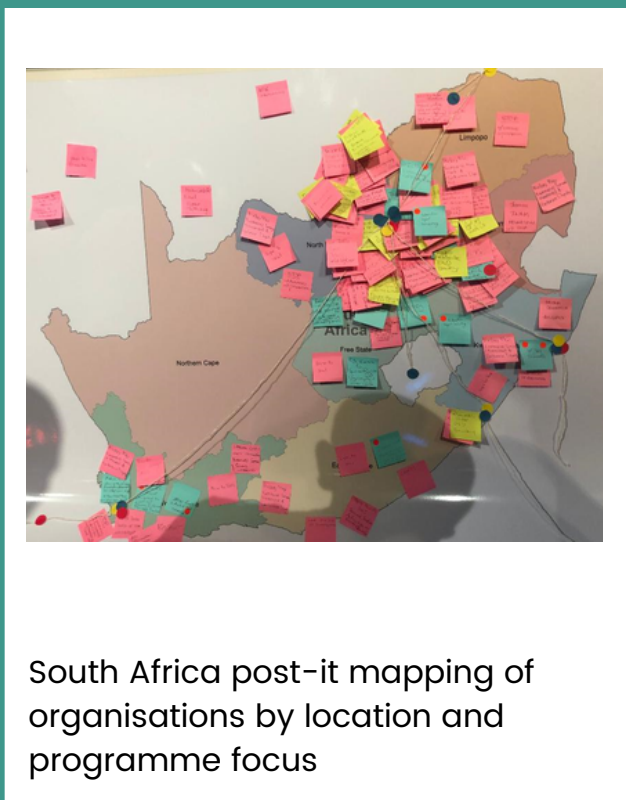
Examples of Mapping



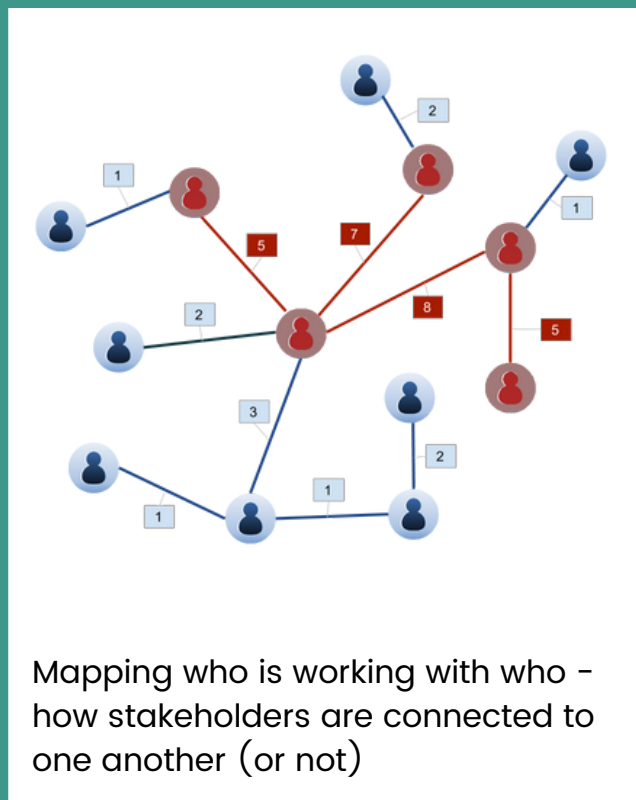
Cambodia coalition – Tableau mapping of members by location and programme focus



East & Horn of Africa mapping of Trafficking Routes within and outside the borders



South Africa post-it mapping of organisations by location and programme focus



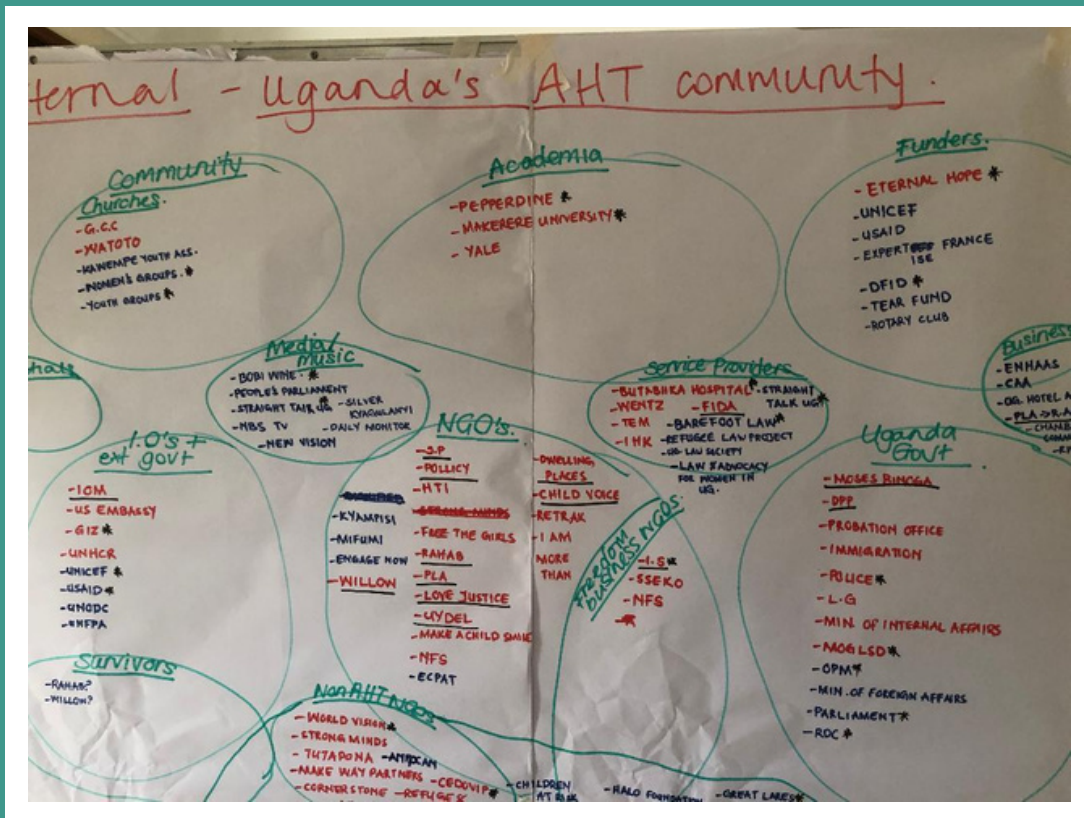
Mapping who is working with who - how stakeholders are connected to one another (or not)



03. Stakeholder assessment

- Brainstorm all the stakeholders that you know are working on any forms of abuse, exploitation and trafficking.
- Define sector circles

Example of stakeholder mapping in Uganda



- IO's: UN Agencies and External Govt Agencies
- NGO's
- Freedom Business NGO's
- Service Providers
- Non-Anti Trafficking NGO's (circle overlaps NGO)
- Country-specific Government Departments
- Community & Churches
- Funders
- Businesses
- Academia
- Survivors
- Media/Music
- Potential Partners

- Find your first champions/advisory team

- Assess these stakeholders. Who has the most influence in terms of being able to achieve your objectives?
- Look at each sector and see who will help influence their sector and the vision the most.

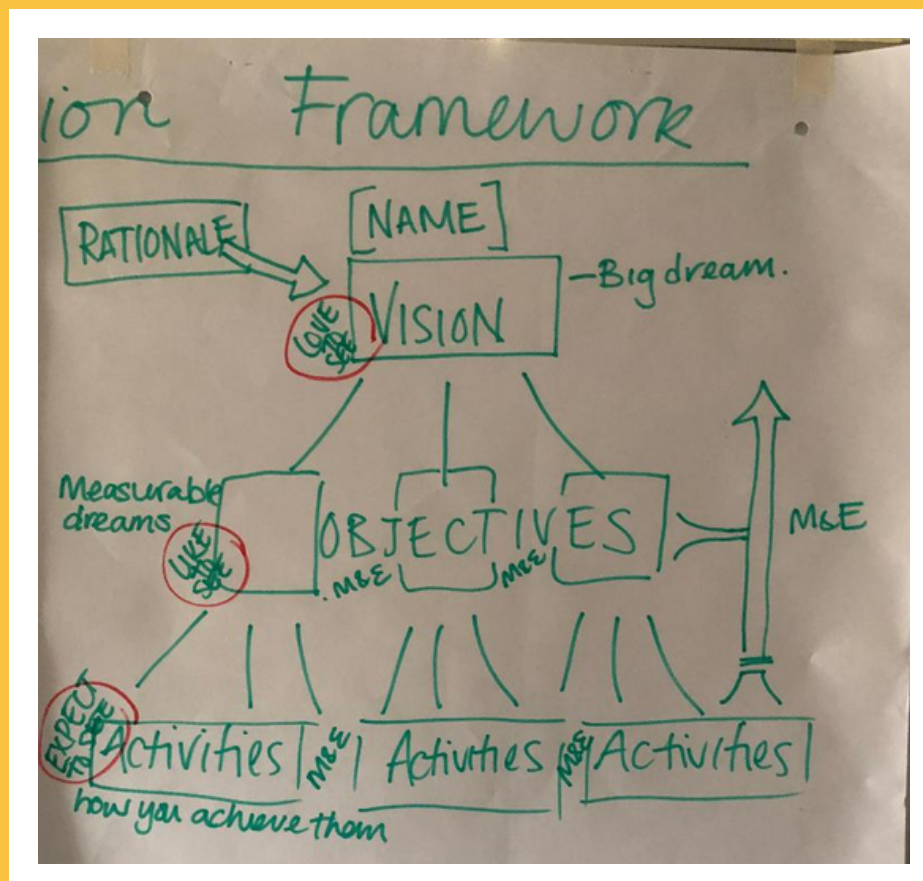


Example from Chab Dai Cambodia – stakeholder assessment. The most influential potential partners/champions and advisory team members are placed closest to the centre.

Part 2: Data Gathering & Designing the Network Structure

At the start of the process, we may have a big dream which describes what we would love to see. Our vision.

By the end of the process, we should have been able to break this big dream into a set of objectives with activities that we can measure through monitoring and evaluation. We will define these through the development of the coalition start-up process and by answering the questions below as fully as possible.





01. What is the structure of the network organisation?

- Formal or informal
- Mandated or voluntary



02. Legal & Oversight Decisions?

- Board of Directors
- Advisory team role
- Government Reporting
- How do we manage liability & risks?
- Memorandum of Understanding / Contract?
- How will finances/budgets be determined/managed/audited?



03. What are the criteria for membership & process for joining?

- Criteria
 - What sectors – are we including all or some?
 - Staged approach? Start small then add?
 - Expectations for joining – references?
- Process
 - How will organisations join the network?
 - What will be the internal due diligence checks?
 - References?
 - Visit?
 - Online Review?
 - Will there be a deciding Committee / Advisory Team? Who will be on it?
- Participation
 - Expectations – what does being a member look like?
 - Monitoring & Evaluation
 - Sharing Data
 - Collection / Dissemination / Protection
 - Report submission
 - Skill sharing
 - Pro-bono expertise given
 - Training input



04. Funding & Financial Considerations

- External funding – grants/funders/supporters
- Internal funding
 - Will there be a joining fee?
 - Will there be a sliding scale (criteria: size of organisation/contribution/sector/status)?
 - Activity fees?



05. Minimum Standards & Accountability

- Which standards are key to this network?
- How are we going to train/monitor/maintain?
- How do we ensure the culture is to hold one another accountable?



06. Conflict & Challenges

- Funding
- Clients
- Staff
- Ego – personal & organisation status



07. People

- Coordinator / director / leader
- Staffing
 - Roles & responsibilities – job descriptions etc
 - Voluntary / Paid / Sponsored / Missionary / Expat / National / Full-time / Part-time

Part 3:

Processes & Implementation



01. Name

Pick a name that has resonance and meaning to you as a group or national, regional, or cultural identity, and indicates something about what you do.

- (3-5 suggestions)
- Network | Collective | Partnership | Collaboration | Coalition | Community | Alliance | Association



02. Vision & Rationale

Declare your bold big dream and the reason you are working together.

Vision	Rationale
<ul style="list-style-type: none">• Human Trafficking free society• People are safe• End labour exploitation	<ul style="list-style-type: none">• No one organisation can address these issues on their own• To have a space where organisations can:<ul style="list-style-type: none">◦ Interact and collaborate◦ Support and learn from each other◦ Reduce duplication and increase referral of services◦ Have a collective impact



03. Objectives

Outline your core objectives - what you intend to do (be mindful of how you will monitor and evaluate these)

1. Functioning referral mechanism
2. Coordinated response mechanism
3. Build capacity - increasing professional standards
4. Research & data - strengthen collective data gathering & dissemination
5. Advocacy - creating a unified voice



04. Activities

1. Describe your activities under each of the core objectives (be mindful of how you will monitor and evaluate these)
2. Coordinate and map organisations' response activities in vulnerable communities
3. Develop & share best practice & guidelines
4. Training & capacity building (among members of coalition & external stakeholders)
5. Develop victim referral mechanism
6. Data collection framework
7. Developing what our voice is
8. Group awareness events
9. Topic specific forums
10. Resource Sharing and Newsletters
11. Research
12. Conference presentations and involvement
13. Cross-Sector Partnership Development & Advocacy



05. Planning & Budgeting Frameworks

1) Develop a simple planning framework to bring together all the ideas into actionable plans

- outlines the agreed vision, objective and activities
- uses an agreed format (word / excel) that everyone can access

A	B	C	D	E	F
Goal/Vision Statement: To strengthen and foster a comprehensive, connected and competent anti-trafficking movement: a global network to counter a global network.					
Objectives (What we want to achieve)			Baseline Targets/Indicators	Means of Verification (Where/How to get information)	Assumptions & Risks
Objective 1: To foster greater collaboration between multi-sector stakeholders through delivering knowledge and facilitating connections			<i>Fostering</i>		
Activity 1.1	Present to multi-sector stakeholders on the initiatives, issues and future of the anti-trafficking movement, particularly the collation and dissemination of relevant research.		10 presentations and conferences	Calendar Meetings and Conference Notes	There will be enough relevant meetings and conferences
					We stay in contact with

2) Develop and agree a budget to support the achievement of the objectives and activities – considering costs and methods of achieving vision if no funding available

- identify the costs for the objectives/activities
- identify potential income streams/fundraising plan
- prioritise the activities if the budget does not allow for all activities

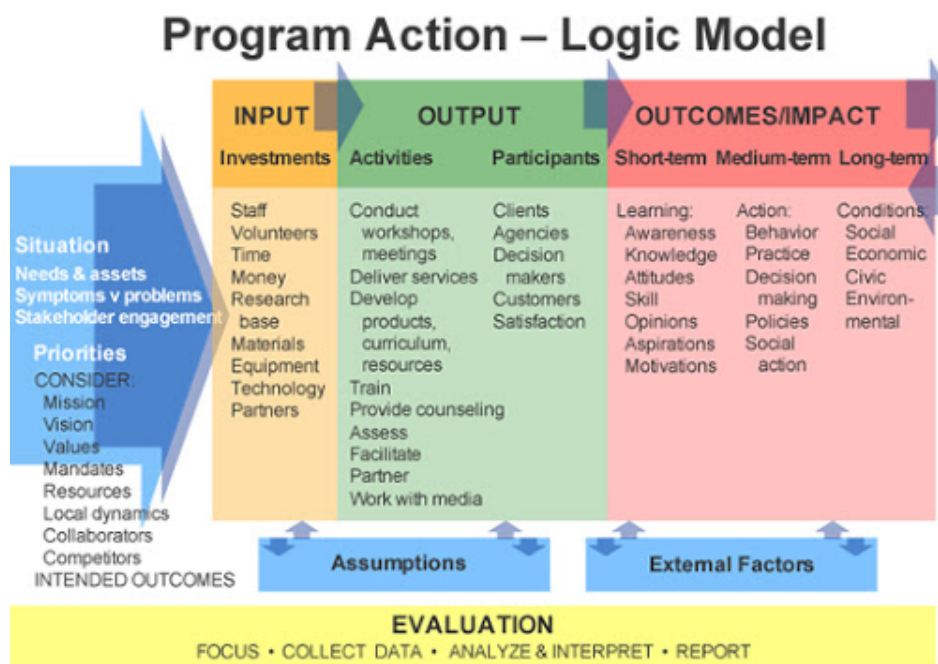
	COST	NUMBER	TOTAL
ACTIVITIES			
Partner Coaching and Conferences			£ -
Travel			
Meetings			
Online Calls			
Knowledge Generation and Sharing			
Collaborative Research			
Resources, Design and Printing			
Sub-total			
ADMIN/UTILITIES/AUDIT			
Stationery/office supplies			
Internet and Telephone Costs			
Office space			
Sub-total			
EQUIPMENT			
IT equipment			
Office desk and filing cabinet			
Sub-total			
PERSONNEL			
Director/Coordinator			
Other personnel			
Sub-total			
GRAND TOTAL			



06. Monitoring & Evaluation

Outline your monitoring and evaluation methodologies and audience for findings

- Monitoring
 - create an ongoing monitoring system to measure quantitative outputs & qualitative outcomes, such as Outcome Harvesting.
- Evaluation
 - create mechanisms for external evaluation using specific coalition tools such as “Partner Tool”
 - (<https://visiblenetworklabs.com/partner-platform/>)



Taken from

<http://web1.sph.emory.edu/DTTAC/planningFundamentals/module1.html>