LOVE 146

3 YEAR LOVE146 (US) STRATEGIC PLAN
JULY 2021 - JUNE 2024
INTRODUCTION

History of the Organization
Love146 was founded in 2002 and incorporated in 2004. Initially focusing our attention internationally, Love146’s co-founders traveled to southeast Asia in order to speak with experts on the ground and ascertain how Love146 could support local anti-trafficking efforts abroad. We kept hearing that there were not enough safe places to support children in their recovery. We heard that grassroots shelters were doing wonderful work but lacked the financial resources to do more. In our initial years, we focused on fundraising to support these efforts. Through this work, Love146 learned about Dr. Gundelina Velazco, a Filipina native who was providing intensive training to equip front line workers to effectively engage with and provide services to this population. Knowing there was a need for more safe homes, Love146 asked Gundelina what she would do if she could create an aftercare program from scratch. In that initial meeting, she outlined a vision for and diagrammed the Round Home.

In 2005, Gundelina launched Love146 (Philippines), providing her expert training to providers throughout southeast Asia. Four years later, in 2009, Gundelina was able to realize her vision and launched Love146’s Round Home, a safe home exclusively focused on the restoration and holistic care of girls who have been trafficked. In 2012, Love146 (Philippines) expanded to serve male victims of child trafficking through our White Home. Together the Round and White Homes have served over 100 exploited children, and today our work in the Philippines also includes prevention efforts, community interventions, rigorous research, and systems change.

Recognizing that children are not only trafficked overseas, in 2010 Love146 began offering services in the United States. Initially, programming in the United States focused on offering prevention education to children at-risk of trafficking in schools, child welfare and juvenile justice programs, and other community settings. From 2010 through 2014, Love146 (US) implemented prevention education programming to over 9,000 youth. Recognizing gaps in the available curricula, in 2015 Love146 (US) developed Not a Number, a five-module prevention curriculum that addresses critical issues (e.g., online recruitment and grooming, gang-related trafficking) and populations (e.g., males, LGBTQ youth) not covered in other curricula. Committed to ensuring that our prevention education program remains current, Love146 (US) routinely updates our curriculum and is now on version three of Not a Number which is currently being implemented in 22 states.

In 2014, Love146 (US) added survivor care services to our programming, offering these services in Connecticut. What began with one social worker is now a statewide program, with a team of over 20 dedicated professionals. Today, over 500 youth in Connecticut have benefited from survivor care services which include, but are not limited to: skills development, education/employment assistance, crisis intervention, safety planning, application assistance, appointment accompaniment, and court/trial preparation/assistance. Love146 has shared lessons we have learned through our prevention education and survivor care services through national presentations, participation on national advisory committees, and publications.
Love146 also offers survivor care services to victims of child trafficking in the United Kingdom. In 2010, Love146 opened an office in the United Kingdom. Love146 (UK) delivers child protection and survivor care services, including housing accommodation and support services to child survivors of trafficking. Love146 (UK) primarily serves children from abroad trafficked into the country for the purposes of sex, labor, and other forms of exploitation. Through its Rapid Response Out-of-Hours Placement Service, Love146 (UK) is able to provide short-term housing accommodation and support services to unaccompanied children and suspected and confirmed child victims of trafficking. Those identified as suspected and confirmed victims of trafficking have the option to move to alternative longer-term placements, if needed.

Because the team in the United Kingdom are working with foreign nationals, their work includes helping children navigate the asylum and immigration processes. As part of this process Love146 (UK) ensures that the fundamental rights of these children are upheld, and that their best interests are met as part of the protection and support that they receive. Love146 (UK) also delivers critical assessment and safety planning; and supports children within its care to access health care, education, and employment so that they are able to sustain recovery and build stable and safe futures. Love146 (UK) knows that no one organization alone can realize the end of child trafficking and partners with a range of organizations, offers awareness-raising and training, and participates on multiple, collaborative bodies working to affect policy change.

As an international organization, Love146 recognizes that there is no single narrative of what child trafficking looks like. Children are trafficked through commercial sexual exploitation and forced labor. They are victimized in countries of origin, transit, and destination. Their traffickers are family members, strangers, “romantic partners,” “friends,” and “employers”. They are trafficked by single individuals and organized crime groups. Because there is no single form of child trafficking, there is no single model or solution that can bring about the end of child trafficking.

**Love146’s Child in Communities Model**
In the Philippines, Love146 has served children under the age of one and up past their 18th birthdays, working with those who have been sexually exploited in-person and online. In the United States, Love146 primarily supports children who are at risk for or have been victims of domestic minor sex trafficking. In the United Kingdom, Love146 works with foreign national children who have experienced sex and labor trafficking. While this work may initially appear disconnected, it in fact recognizes that child trafficking has no single form and thus no single solution.

Love146 works to eradicate child trafficking through a Children in Communities Model. This model recognizes that trafficking looks different in every community and that trafficking is impacted by communities’ complex interconnected ecosystems. Therefore, in order to fully address the complexity and scale of child trafficking on a global level, multiple replicable models are needed. Collectively, Love146’s work is based in our theory of change, and is led and guided by local experts who understand how to implement this theory of change best in their own communities.
CORE IDEOLOGY

Our Vision
What is the future we seek to bring about?

The end of child trafficking and exploitation. Nothing less.

Our Mission
Why do we exist?

Love146 journeys alongside children impacted by trafficking today and prevents the trafficking of children tomorrow.

Our Values
What core ideas guide our decisions and actions?

DEFIANT HOPE
We choose to hope as an act of defiance in the face of violence and horrific abuse. Children are our teachers. We are undeterred by despair and cynicism. Our hope is an insistence every step is worth it.

INTENTIONAL THOUGHTFULNESS
We are forever learners; hearing, listening, thinking, and responding deliberately within this very complex issue. It is worth extra time and resources to be thoughtful, so that our solutions have the greatest impact.

DELIBERATE COLLABORATION
We partner with diverse stakeholders to create effective solutions; using data and resources that work. Our investment in transformative relationships ensures that we are, in fact, stronger together.

STEADY PERSEVERANCE
Fueled by Love, we stick around for the long haul. We know that the stories aren’t just about victories, triumphs, and fairytale endings — they are about not giving up. We embrace stories that never truly end: that have complexity, struggle, beauty, and humanity.
RELENTLESS ADVOCACY
Prioritizing the needs of children creates a daily sense of urgency. In the midst of this, we challenge assumptions, imagine, develop, tweak, evaluate, and adapt our solutions so they can truly advance towards our vision. No matter the challenge or barrier, we always center the child.

UNFILTERED JOY
In solidarity with children who are overcoming, we will laugh and play, celebrate the dignity of each person, and cherish the break-throughs and wins along the way. As poet Cleo Wade says, “Joy is a form of radical self-care.” The vision of a world without child trafficking brings us joy.

Our Commitment to Equity
How do we reflect the community and youth we serve in order to advance organizational success?

Our vision is the end of child trafficking, which compels us to continually operate from a posture of learning and growing. Love146 seeks to enhance the innovation and creativity, greater productivity, and employee satisfaction that derive from a well-managed, equitable, and accessible workplace.

Love146 recognizes equity as everyone having access to the opportunities and the resources they need to thrive, which means dismantling inequitable practices and structural barriers to access and opportunities. Equity is imperative. This informs a thoughtful decision-making process, spurring collaboration and greater effectiveness, and enabling us to recruit, develop, and retain the best talent. We are committed to ensuring diversity, inclusion, and equity are evident in our mission, organizational culture, structure, policies, strategic plans, and theory of change. The reality of ending child trafficking is not siloed and will require the perspectives of a diverse group of stakeholders, including our staff, board of directors, volunteers, and other key collaborators.

As a global organization, Love146 prohibits discrimination and harassment against any applicant, employee, contractor, volunteer, or client. Our pursuit of a diverse, inclusive, equitable, and accessible organizational culture begins with valuing and dignifying all individuals of any race; color; religion; spirituality; sex; pregnancy; ethnicity; native language; national origin or ancestry; age; ability status; past, current, or prospective military status; citizenship; caregiver/parental status; marital or civil union status; physical appearance; socioeconomic status; sexual orientation; gender identity and/or expression; health status; or any other protected classifications.
Our Theory of Change
*What interventions will bring about the future we seek?*

The trafficking of children will end when our collective expectations of what is possible, what is just, and what is effective have been reoriented.

We believe that making the world a safe place for children is only possible through a bold, broad vision that cannot be achieved by only one organization or approach. At Love146, we connect the dots to understand how vulnerability operates in the lives of children, and intervene both to care for survivors who have been harmed and ultimately to prevent harm from happening in the first place. Our work is achieved through the power of relationships and collaboration, listening to those with lived experience and diverse backgrounds, scaling proven practices, and challenging the systems that leave children vulnerable. Our core commitment is to do what is best for children.

**IN ORDER TO REALIZE OUR MISSION, LOVE146...**
Love146 identified the 3 priority areas and associated strategic goals detailed below to guide us over the next 3.5 years as we work towards realizing a generation in which all children can grow up free from trafficking. In order to support Love146 in achieving these goals, this plan also identifies measurable objectives and actionable tasks that need to be accomplished.

**Strategic Priority 1:** Continue to drive growth across Love146’s continuum of prevention training and adopt a 2-generation model for survivor care.

**Background:** Prevention education is critical to providing children with the information and skills needed to recognize and thwart traffickers’ attempts to exploit them. Prevention education curricula, such as Love146’s *Not a Number*, can help individual children and reduce their risk for trafficking victimization; however, a community-based approach to prevention is required in order to realize a generation of children who are free from trafficking. As a result, Love146 has designed its prevention education program to move communities along the below continuum whereby a one-time training in a state leads to state saturation (i.e., training occurring throughout the state) which ultimately culminates in the sustained implementation of *Not a Number* through the training-of-trainers.

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1 See Appendix A for additional information on Love146’s 2-Generation Model.
Love146’s community approach is critical to ensuring that all children have access to high quality prevention education and that systems are in place to address risk factors and disclosures identified through the prevention process.

Unfortunately, sometimes prevention fails, necessitating the need for survivor care. Survivor care provides critical services to those children who have experienced the realities of trafficking so that they are able to address the trauma they have experienced and build lives free from exploitation. After over a decade providing direct services to children in the United States, many of the survivors we have worked with are now young adults. Recognizing the continued needs of this population, in 2020, Love146’s Survivor Care Program expanded to include post-secondary education and employment services. Love146 is also seeing some of these young adults begin to have families of their own. As a result, our approach is increasingly becoming parent-centered, whereby our focus is on the parent who is raising the next generation of children. These multi-generational relationships are powerful sources of motivation, and as the next generation enters the world we have a unique opportunity to ensure that they are provided with all of the resources necessary to succeed and live lives free from exploitation. Therefore, Love146 recognizes the need and benefit of formally adopting a 2-generation approach to our services, whereby we expand our services to these new parents and support them in caring for the next generation of children.

Goal: Continue to move states along Love146’s prevention education continuum - including moving 3 states into state saturation and 3 states into training of trainers\(^2\) - and deepen survivor care to offer 2-generation services.

**Strategic Priority 2:** Engage in rigorous evaluation of programs.

**Background:** Evaluation of our Prevention Education and Survivor Care Programs will allow us to know whether our work is effective and how we can continue to make improvements in order to further our impact. In addition, it will enable us to become evidence-based, which is a first step to demonstrating cost-effectiveness and will increase access to resources as it shows strategic partners that Love146 is a good investment. At the systems level, rigorous evaluation of our programs will allow us to impact the entire anti-trafficking movement by setting the bar for all programs to effectively engage in such efforts, thus improving services for all children. Findings from these evaluations can also be used to inform our systems-change work and provide additional credibility as we engage in policy advocacy. Finally, we know that no one organization can bring an end to child trafficking in every community. A rigorous evaluation will help us identify the key elements that make our programs effective so that we can provide training and technical assistance to other organizations seeking to address child trafficking in their own communities.

Goal: Complete evaluation of U.S. Prevention Education Program and undertake evaluation of U.S. Survivor Care Program.

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\(^2\) See Appendix B for a breakdown of costs to expand the U.S. Prevention Education Program to offer state saturation in 5, 10, and 20 states.
**Strategic Priority 3:** Pursue broad based systems change through policy advocacy and community activism.

**Background:** For too long, systems have failed to protect children and inadequately addressed the issue of child trafficking. These systems have disproportionately failed children from marginalized communities (e.g., Black and Brown children, LGBTQ2S+ children, children with disabilities) and in turn, these children are trafficked at disproportionate rates. Systems change is imperative to realizing our organizational vision, the end of child trafficking.

Love146 currently engages in systems change by sitting on the U.S. Department of Health and Human Services’ National Advisory Committee on the Sex Trafficking of Children and Youth in the United States, Shared Hope’s JuST Response Council, the Connecticut Trafficking in Persons Council, and numerous other coalitions working to impact human trafficking at a systemic level. These efforts have allowed Love146 to share our successes and lessons learned providing direct services to children and youth with leaders and policy makers. Love146 has also worked to share this information and influence systems change through publications in peer-reviewed journals and books chapters. At the grassroots level, we regularly communicate through blogs and social media. As Love146 works to live out our theory of change and continue to share our experiences and expertise, we recognize that we must invest in and develop a formal structure to further support our efforts to bring about system change.

The systems that impact children exist at all levels of society and are both formal and informal; therefore, in order to comprehensively engage in systems change, both top-down (policy advocacy) and bottom-up (community activism) approaches are required. While beginning on opposite ends of the spectrum, these two approaches are not separate. In fact, they must be coordinated in order to ensure that they mutually inform each other and are working towards the same end.

Love146 is one of very few organizations in the anti-trafficking movement that partners across a wide and diverse range of stakeholders. There is power in our ability to do this because challenging society’s response to child trafficking will require people who disagree on a variety of issues to come together in pursuit of this common goal. Through systems change - policy advocacy and community activism - Love146 can amplify our successes and the lessons we learned through our programs and evaluation, and impact children beyond those we directly engage.

**Goal:** Establish a policy advocacy program and invest in community activism.
APPENDIX A: LOVE146’s 2-GENERATION APPROACH

With a vision as bold as The end of child trafficking and exploitation. Nothing less. Love146 recognizes that our work must be guided by the goal of realizing a generation in which all children can grow up free from trafficking.

Love146 has always centered children - in our mission, our work, and our decision-making. As such, our Prevention Education and Survivor Care services were designed with a child-centered approach, focusing first and primarily on the child. After over a decade providing direct services, some of the children we have worked with are now having children of their own. As the children we have worked with become parents, we continue to support them through education, employment, and other services. In doing this, our approach is increasingly becoming parent-centered, whereby our focus is on the parent who is raising the next generation of children. Recent research has demonstrated that trauma can have multigenerational impact and increase risk levels for children. Therefore, as the children we have worked with begin to raise their own children, Love146 recognizes that in order to realize a generation free from trafficking we must formally adopt a 2-generation approach to our services.

According to the Urban Institute, one of the most compelling reasons to adopt a 2-generation approach is the multiplier effect. The multiplier effect occurs when parents are motivated to improve their life (e.g., pursue more education or obtain a better job) by witnessing their children’s successes, and children are then propelled to further improvement as a result of their parents’ successes. This is what we have seen as the children we have worked with become parents: increased motivation towards self-improvement driven by a desire to create better futures for their children. Multi-generational relationships are powerful sources of motivation, and as the next generation enters the world we have a unique opportunity to ensure that they are provided with all of the resources necessary to succeed and live lives free from exploitation.

Within the anti-trafficking movement, the 3rd and 4th classes of the U.S. Department of Health and Human Services sponsored Human Trafficking Leadership Academy (HTLA) emphasized the importance of employing a 2-generation approach in preventing trafficking and helping survivors reach financial stability. Members of the HTLA recognized that, “children succeed when parents succeed and vice versa; therefore, supportive services require a response to the family unit and their interwoven need[s].”

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As the below graphic shows, the 2-generation approach is a continuum that can begin with child-focused or parent-focused services. There are many services on this continuum that Love146 already provides. For example, in addition to offering child-focused prevention education and survivor care, Love146 now offers post-secondary education and workforce development services. These services, however, have not historically been implemented using a 2-generation approach whereby Love146 leverages and encourages the multiplier effect. There are also additional services such as parenting skills that Love146 recognizes must be added to our continuum of care.

*Graphic attributed to ASCEND at The Aspen Institute.

https://www.acf.hhs.gov/sites/default/files/otip/htla_class_3_recommendations_on_2_generation_approach.pdf