

NATHAN DEAL
GOVERNOR



JACQUELINE BUNN
EXECUTIVE DIRECTOR

Criminal Justice Coordinating Council

Georgia Statewide Human Trafficking Task Force

Partners Guide

Jonathan I. Cloud
Program Planning and Management Consultant

October 2014

(This project was supported in part by the Criminal Justice Coordinating Council. Points of view or opinions stated in this document are those of the author and do not necessarily represent the official position or policies of the Criminal Justice Coordinating Council or its funding sources.)

Contents

Introduction.....	3
Partner Definition.....	3
Partner Responsibilities	4
Partner Benefits.....	5
Work Group Projects Guidelines	6
APPENDIX.....	10



Introduction

Partnerships are inherently complex vehicles for the delivery of practical solutions on the ground and at the strategic level.¹ For the CJCC-Statewide Human Trafficking Task Force, the “on the ground” level is the Work Groups and their projects. These projects rely on Task Force Partners, as defined in the next section below. The “strategic level” is the cumulative effect of project outputs and outcomes by all the Work Groups. This effect is called collective impact. At this level, the Task Force, through its Work Group Projects, pursues measurable changes in these eight areas: WG 1: Community Awareness and Education; WG 2: Youth Aware and Safe; WG 3: Detering Traffickers and Buyers; WG 4: Keeping At-Risk Youth Safe; WG 5: Apprehending, Investigating, and Prosecuting; WG 6: Examining Labor, International, and Adult Sex Trafficking; WG 7: Survivors Supported and Protected; WG 8: Survivors Recovering and Thriving. The role of Task Force Partners is planning and implementing Work Group projects to achieve measurable change in these eight areas.

The purpose of this Partners Guide is to serve as a tool to help overcome barriers to planning and implementing practical and impactful Work Group projects. These barriers are as follows:²

- Limited vision or failure to inspire
- One partner manipulates or dominates; or partners compete for the lead
- Lack of clear purpose and inconsistent level of understanding purpose
- Lack of understanding roles and responsibilities
- Lack of support from partner organizations with ultimate decision-making power
- Differences of philosophies and manners of working
- Lack of commitment; unwilling participants
- Unequal and/or unacceptable balance of power and control
- Key interests and/or people missing from the partnership
- Hidden agendas
- Failure to communicate
- Lack of evaluation or monitoring systems
- Failure to learn
- Financial and time commitments outweigh potential benefits
- Too little time for effective consultation

Partner Definition

A Partner is an organization formally committed to a relationship with the Criminal Justice Coordinating Council and the Task Force in service to the Statewide Human Trafficking Task Force mission. The two elements of this definition – formal commitment and service to the mission – are presented below.

¹ “Partnerships: Frameworks for Working Together,” Strengthening Nonprofits: A Capacity Builder’s Resource Library, CCF National Resource Center, 2010, p. 4

² Ibid, p. 5

Mission Statement (Preliminary)

The CJCC-Statewide Human Trafficking Task Force works to protect Georgia’s citizens from perpetrators and systems of exploitation, and works to ensure recovery of victims so that they are ready for college, work, and a successful future.

Indicators of Formal Commitment

1. Memorandum of Agreement signed by the chief executive of the organization.
2. An official representative of the organization is designated to serve on the Task Force.
3. Operations Manual reviewed and accepted by chief executive and official representative.
4. A Task Force Work Group selected and joined by the official representative (see Work Group Selection Guide in appendix).
5. Specific organizational resources are committed to the selected Work Group to be linked to Work Group projects by the official representative (see Resource Commitment Chart in appendix).

Formal Commitment Checklist

Actions	By Whom	Date Completed
Memorandum of Agreement signed.		
Official representative to Task Force designated.		
Operations Manual reviewed and accepted.		
Work Group selected and joined.		
Organizational resources form completed and submitted.		

Partner Responsibilities

1. Official Representative attends and participates in Work Group meetings.
2. Official Representative participates in Work Group project planning and implementation.
3. Official Representative links committed resources of the partner organization to project planning and implementation.
4. Official Representative keeps chief executive and other key staff aware of Work Group and Task Force activities.
5. Official Representative serves as liaison between the chief executive and CJCC.
6. If applicable, Official Representative assists as needed with development and execution of interagency protocols and transitioning successful projects to programs (see Operations Manual, Section 7).

Performance Review Guide

At least annually, Partners review their performance as part of the annual operational review of the Task Force (see Operations Manual, Operational Review procedure).

Responsibilities	Review Observations	Desired Improvements
<p>Attending Work Group meetings. Minimum attendance for Partner-level members is 75%. For example, if there are 12 WG meetings/year, members must attend a minimum of 9 of them. Teleconference participation will be offered.</p>		
<p>Participation in project planning and implementation.</p>		
<p>Linking committed resources to projects.</p>		
<p>Keeping chief executive and staff aware of WG and TF activities.</p>		
<p>Serving as liaison between chief executive and CJCC.</p>		
<p>Assistance with development of interagency protocols.</p>		

Partner Benefits

1. Learning and exchanging good practices.
 2. Support and/or extension of the partner organization’s mission.
 3. Access to professional development experiences/opportunities for staff.
 4. Networking and peer-to-peer support.
 5. Increased organizational prestige from participation in a well-designed and organized collective impact partnership.
 6. Satisfaction of funder mandate to “collaborate” or “partner.”
 7. Increased knowledge of and/or access to human trafficking-specific resources.
 8. Strategic support from CJCC with information, meetings with officials, etc. (when requested).
 9. Joint development of grant applications; participation in new “spin-off” projects with other agencies.
 10. Access to and utilization of Task Force’s shared performance and outcome database.
-

Benefits Review Guide

It is beneficial to periodically review what your organization is getting out of its participation in the Task Force, which will support the Membership Benefits procedure (see Operations Manual, Membership Benefits procedure).

Benefits	Review Findings	Desired Improvements
Learning and exchanging good practices.		
Support and/or extension of organization’s mission.		
Access to professional development experiences.		
Networking and peer-to-peer support.		
Increased organizational prestige.		
Satisfaction of funder mandate to “collaborate.”		
Increased knowledge and/or access to resources.		
Strategic support from CJCC (when requested).		
Joint development of grant applications; “spin-off” projects.		
Access to and use of Task Force database.		

Work Group Projects Guidelines

Role in Project Planning

Projects are the foundation of the CJCC-Statewide Human Trafficking Task Force’s work. With a large number of individuals and agencies involved, a critical threat to viability is engaging in lots of activities that “seem right and good” but that don’t produce the desired measurable impacts. The role of partner organizations in this regard is disciplined involvement in projects so that they are well-planned and effectively implemented.

Partners fully understand that a project is an organized set of activities that:

- are subservient to the preselected Task Force goals which essentially correspond with the Work Groups, as follows: WG 1: Community Awareness and Education; WG 2: Youth Aware and Safe; WG 3: Deterring Traffickers and Buyers; WG 4: Keeping At-Risk Youth Safe; WG 5: Apprehending, Investigating, and Prosecuting; WG 6: Examining Labor, International, and Adult Sex Trafficking; WG 7: Survivors Supported and Protected; WG 8: Survivors Recovering and Thriving;
- are driven by objectives or benchmarks that, upon completion, ensure achievement of measurable impacts in relation to the goals (a indicated above, a Work Group is established for each goal and each Work Group's projects pursue impact in relation to the goal for which is was established; thus a total of eight Work Groups);
- are carried out according to a schedule or timeline and involves specific actors or individuals that are responsible for their execution; and
- generate outputs and outcomes that drive toward achieving a desired measurable impact.

While Work Groups may certainly discuss and even engage in other activities that aren't directly aligned with a particular project plan, it is the duty of Work Group Chairpersons to ensure that such take place only after project-related actions are well in place, and showing measurable results. Partners readily support Work Group Chairs in making this happen.

Role in Project Implementation

A careful and disciplined selection and prioritization of projects by Work Groups is necessary. Therefore, Partners are counted on to avoid pursuing private agendas or "running after rabbits," that is, engaging in activities based on ideas and suggestions that are not related to the goals above. Partners ensure follow-through on the project action plans. With the collective impact focus (see Planning and Implementation Guide for Achieving Collective Impact), numerous projects will be underway at the same time, and this is necessary in order to address multiple human trafficking targets of change simultaneously. This, of course, can easily become unwieldy and thereby squander valued and limited time and expertise of numerous Work Group members.

Partners make it their business to help ensure and be a part of the following:

1. Disciplined initiation or start-up of projects which includes but is not limited to the following areas:
 - clear criterion for success;
 - discrete tasks and activities;
 - work schedule with timeline;
 - specific outputs and outcomes with indicators for each;
 - clear connection with a Task Force goal; and
 - illustration or indication of how outputs and outcomes will contribute to achieving the collective impact target associated with the goal on which the project is focused.
-

2. Regular updates that indicate progress in the above areas and corrections as needed when sufficient progress is not being made.
3. Termination of the project upon its satisfactory completion.

Role in Data Collection and Reporting

Along with the work performed by Georgia Cares in provision of care to CSE victims, Work Group projects generate information and data on which can be based objective determinations of the Task Force's impact.

At the time of this Guide's development, the evaluation system is in development, and the final set of baseline data indicators have not yet been determined. Partners support and participate in all Work Group processes for timely and thorough data collection and reporting in the following areas:

- Analysis of baseline and other data to identify key issues and gaps.
- Establishment and review of shared metrics.
- Tracking and reporting on progress.

Role in Transitioning Projects to Programs

Projects are generally carried out to address needs that aren't being addressed by established programs in the service system. Or they address needs with levels of frequency, intensity, and duration of which established programs are not capable. This is the value of projects, and also why the Task Force is engaged in planning and implementing them. Clearly, when it comes to the many unique dynamics of the human trafficking problem, established programs aren't always set up to deliver services with a degree of thoroughness and effectiveness necessary to achieve measurable impacts.

Given the above, some Work Group projects may address a critical problem that, in the end, needs a long-term or permanent solution. In cases where projects make a huge difference in terms of impact on the problem, such projects can be transitioned into programs that become a part of the establish system.

- Partners assist with identifying when it may be appropriate to consider transitioning a project into a program.
- Partners assist with the planning associated with transitioning a project to a program (see Operations Manual, Section 7).

Role in Working with Sector Lead Agencies

Transitioning projects to programs involves working with Sector Lead Agencies (see Operations Manual, Section 8). These entities have not yet been identified. The collective impact approach (Hanleybrown, Kania, and Kramer; 2012) moves beyond linking agencies, as is the practice in traditional collaborative efforts. Rather, it links sectors within which are numerous agencies and organizations. The challenge of doing this in a manageable way is fully appreciated by Partners.

Accordingly, they provide CJCC with the kind of patient and meticulous work often necessary to fully establish a new program.



APPENDIX

Work Group Selection Guide:

Work Groups	Target Populations and Factors Addresses	Types of Projects
Work Group 1: COMMUNITY AWARENESS AND EDUCATION	<ul style="list-style-type: none"> ▪ Population: The general public and its key organizations and institutions (e.g., businesses, civic, political, faith-based, human service, public safety, etc.). ▪ Factors: Lack of awareness/knowledge, norms and beliefs, patterns of behavior/activities. 	Raising awareness and providing education.
Work Group 2: YOUTH AWARE AND SAFE	<ul style="list-style-type: none"> ▪ Population: Children and youth and their parents/caretakers. Key professionals that work with children and youth (e.g., teachers, coaches, etc.). ▪ Factors: Lack of awareness/knowledge, norms regarding girls/boys and sex, glorification of “pimp culture,” online/social media access to/from exploiters. 	Increasing awareness and knowledge of children and youth about enticements and grooming, especially via online and social media; how to keep self and peers safe; practices when dating and other activities to avoid sexual exploitation.
Work Group 3: DETERRING TRAFFICKERS AND BUYERS	<ul style="list-style-type: none"> ▪ Population: Traffickers and solicitors/purchasers (or buyers). ▪ Factors: Access to children (online and offline) with intent to exploit, anti-social norms and beliefs, pornography (often a part of trafficking), enforcement of the law. 	Non-law enforcement efforts to reduce demand by focusing on those who traffic minors and solicit/purchase sex with minors. Also encouraging and/or supporting efforts by law enforcement.
Work Group 4: KEEPING AT-RISK YOUTH SAFE	<ul style="list-style-type: none"> ▪ Population: Children in out-of-home care, abused and neglected, runaway, juvenile offenders, poor academic performance, disconnected. ▪ Factors: Child maltreatment, serious family discord, academic failure, delinquency, abandonment, juvenile detention/reentry. 	Increasing protection for children and youth in high risk situations or who engage in behavior that places them at increased risk. Efforts may include a focus on boys, either inclusive of the project or a separate project.
Work Group 5: APPREHENDING, INVESTIGATING, AND PROSECUTING	<ul style="list-style-type: none"> ▪ Population: Traffickers and solicitors/purchasers (or buyers) and their enablers that have committed criminal acts of exploitation. ▪ Factors: Access to children (online and offline) with intent to exploit, anti-social norms and beliefs, pornography (often a part of trafficking), enforcement of the law. 	Surveillance and other enforcement measures to apprehend, investigate, and prosecute. (This WG will contain members of government only).
Work Group 6: EXAMINING ADULTS, LABOR, AND INTERNATIONAL TRAFFICKING	<ul style="list-style-type: none"> ▪ Population: May include traffickers, solicitors/purchasers, and victims of labor trafficking, international trafficking, and adult sex trafficking ▪ Factors: Varied depending on type of trafficking 	A Work Group set up to <i>examine</i> labor trafficking, international trafficking, and adult sex trafficking to gather information and assess need. WG members would evaluate if projects would be feasible in 2016, and if so, what type.
Work Group 7: SURVIVORS SUPPORTED AND PROTECTED	<ul style="list-style-type: none"> ▪ Population: High-need survivors receiving care coordination services from GA Cares. ▪ Factors: As determined by the CANS-CSE assessment. 	Developed in collaboration with Georgia Cares to develop treatment and protection services needed by survivors that current system lacks.
Work Group 8: SURVIVORS RECOVERING AND THRIVING	<ul style="list-style-type: none"> ▪ Population: Survivors whose cases are or soon will be closed. ▪ Factors: Victims or former victims of CSEC, which may include young adults above the age of 18. 	Providing specialized support to survivors of a long-term nature (e.g., preparing for and entering college; career planning, etc.).

Resource Commitment Chart

Resources	We Have It	We Can Get It
About _____ hours per month of our Official Representative		
Technical Specialists (e.g., social media, data and statistics, fundraising, volunteer recruitment, etc.)		
Event Planner		
Report-Writing		
Support Staff		
Office Space		
Meeting Rooms		
Office Furniture		
Office Supplies		
Computer Software		
Computer Hardware		
Video-Conferencing		
Transportation		
Printing		
Volunteers		
Equipment		
Printing		
Food/Catering		



--	--	--

Project Support Guide

Project Success Factors	Level of Official Representative's Contribution		
	Low	Medium	High
Assisting with communicating the project's goals and objective to program partners and other key stakeholders.			
Assisting with enlisting, facilitating, and supporting the involvement of policy-level CEO's and other key decision-makers, if needed.			
Carrying out tasks in accordance with the timeline and schedule of activities for executing the protocol.			
Regular discussions with project partners regarding the progress and problems of the effort.			
Assisting with involvement of partner programs and affected personnel when problems or barriers arise.			
Helping with critical technical tasks associated with the plan of activities (e.g., reports, updating data for evaluation, etc.)			
Helping to make the case for the project's goals to key stakeholders (e.g., making presentations, attending relevant meetings, updating key leaders).			
Providing feedback data and information to track progress toward outcomes.			
Facilitating interagency agreements to support ongoing use of the effective practices.			
Working with or providing support to Work Group Chair in trouble-shooting and addressing unexpected crisis and barriers.			



Project Review Guide

Review Items	Findings
Elements of the project that are working.	
Elements of the project that are not working.	
Key lessons being learned.	
Elements of the project we should permanently adopt and expand to other agencies or programs.	
Do we need a Memorandum of Understanding to make the project permanent?	

(Last Page Left Blank Intentionally.)
