British Embassy
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Annexes

Getting to Good Human Trafficking Data

A Workbook and Field Guide for Indonesian Civil Society

INSTITUTE FOR CRIMINAL JUSTICE REFORM

Stanford | Center for Human Rights and International Justice

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Annex 1: Legal Framework

Proper identification of a human trafficking victim relies on the ability to confirm the interconnection of an act, means, and purpose. The applicable international standards are enshrined in the United Nations Convention against Transnational Organized Crime, specifically the Palermo Protocol, Article 3(a) which states:

> *Trafficking in Persons shall mean the recruitment, transportation, harboring, sending, transfer, or receipt of a person by means of threat or use of force, abduction, incarceration, fraud, deception, the abuse of power or a position of vulnerability, debt bondage or the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, whether committed within the country or cross-border, for the purpose of exploitation or which causes the exploitation of a person*

In other words, trafficking comprises of the following acts, means, and purpose.

Act	Means	Purpose
• recruitment • transportation • harboring • sending • transfer • receipt of a person NOTE: it is not necessary to show there was movement given one of these acts.	• threat or use of force • abduction • incarceration • fraud • deception • the abuse of power or a position of vulnerability • debt bondage or the giving or receiving of payments or benefits to achieve the consent of a person having control over another person • whether committed within the country or cross-border NOTE: consent is irrelevant given the use of these means (Palermo Protocol, Article 3(b))	• exploitation* • that which causes the exploitation of a person * an act committed with or without the consent of the victim which includes but is not limited to: • prostitution • forced labor or service • slavery or practices similar to slavery • repression • extortion • physical abuse • sexual abuse • abuse of the reproductive organs • illegal transfer or transplantation of body organs • the use of another person's labor or ability for one's own material or immaterial profit

Indonesia Law Number 21/2007 on the Eradication of the Crime of Trafficking in Persons (UU TPPO) defines the crime of human trafficking in Article 1 as:

> *Trafficking in Persons shall mean the recruitment, transportation, harboring, sending, transfer, or receipt of a person by means of threat or use of force, abduction, incarceration, fraud, deception, the abuse of power or a position of vulnerability, debt bondage or the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, whether committed within the country or cross-border, for the purpose of exploitation or which causes the exploitation of a person.*

While the definition of trafficking in persons in UU TPPO is in line with Article 3(a) of the Palermo Protocol, the logic of acts-means-purpose in the law does not precisely follow that of the protocol. Some additional elements differ between the protocol and the law, as well. For example, Article 3(c) and (d) of the Protocol stipulate that in the case of children (aged below 18 years), any combination of the above acts and purposes, regardless of the means, will be tantamount to trafficking.

UU TPPO defines two categories of crimes, namely **trafficking in persons (TIP)** and '**other crimes related to trafficking in persons**.' Under the law's Articles 2-6, trafficking in persons comprises five core criminal acts, namely:

1. Recruitment, transportation, harboring, sending, transfer, or receipt of a person by means of threat or use of force, abduction, captivity, fraud, deception, the abuse of power or a position of vulnerability, debt bondage or the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploiting the person **in the territory of Indonesia** (Article 2 UU TPPO, aggravated punishment under paragraph 2 if the exploitation is completed)

2. Bringing a person into the territory of Indonesia with the intention to be exploited **in the territory of Indonesia or in other countries**/Indonesia as a transit country (Article 3)

3. Bringing in an Indonesian citizen outside the territory of Indonesia with the intention of being **exploited outside the territory of Indonesia** (Article 4)

4. Child adoption by promising something or giving something with the intention to exploit (Article 5)

5. Sending children into or out of the country with any means **that results in the child being exploited** (Article 6)

It should be noted that as with the Palermo Protocol, the key element of the crime is "exploitation," and only the "purpose" or intent of exploitation must be proven to demonstrate the crime of human trafficking.

Further, there are some limitations in UU TPPO's criminal provisions. The formulation of TIP that encapsulates the completed act, means, and purpose in Palermo Protocol is only found in Article 2, in which the element "for the purpose of exploitation" is narrowly defined as "for the purpose of exploitation in the territory of the Republic of Indonesia."

Similarly, Article 3 criminalizes moving persons of any nationality into Indonesian territory with the intent of exploitation in Indonesia or another country, but only criminalizes for the act of "moving" persons, not all the acts of trafficking in Palermo Protocol.

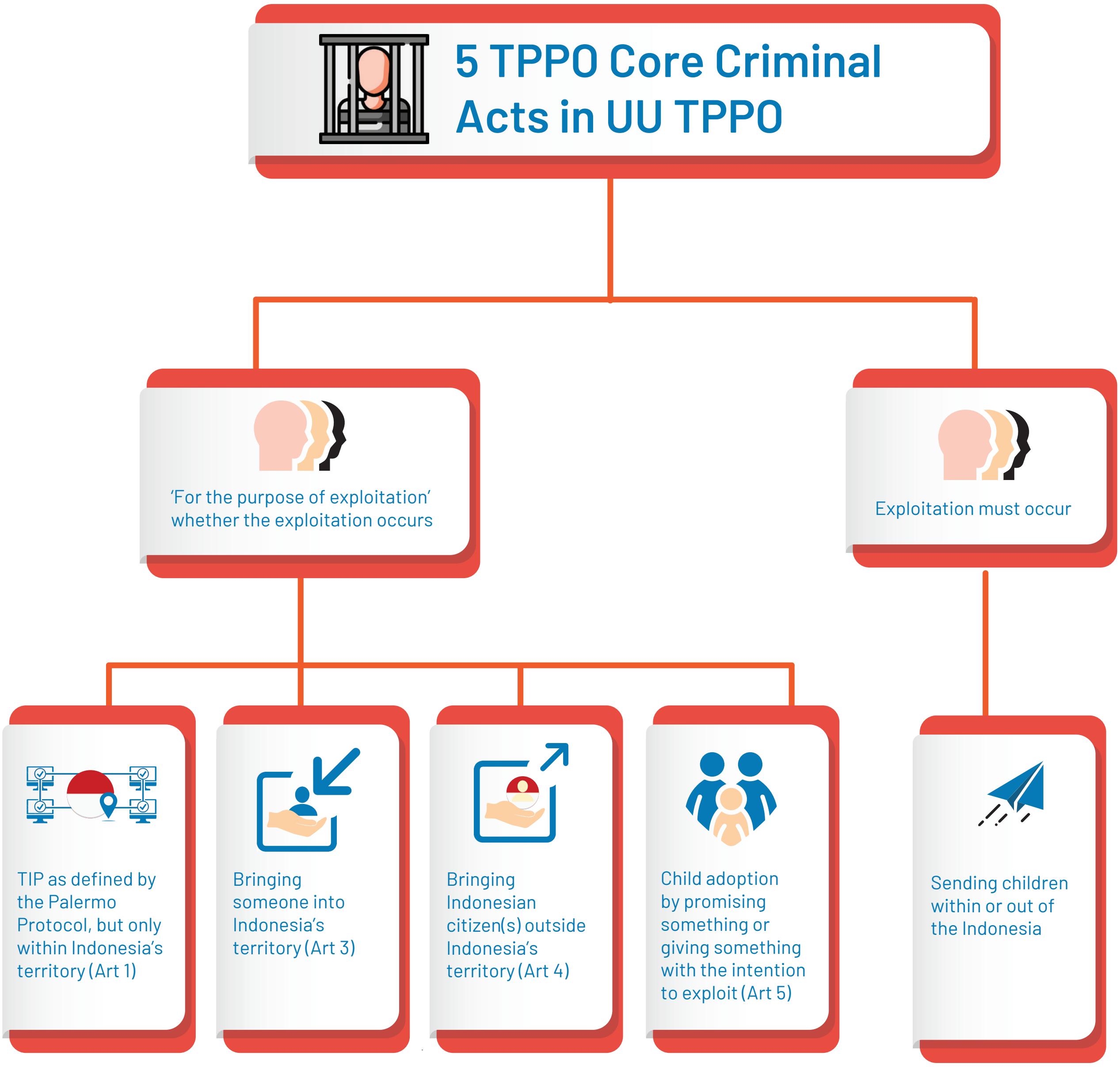
The purpose of exploitation outside the territory of Indonesia is stipulated in Article 4, which prohibits the transport of Indonesian citizens abroad for the purpose of exploitation outside of Indonesia's territory — once again, limiting the crime only to the act of moving an Indonesian citizen outside the territory of Indonesia.

TIP involving child victims is addressed in Article 6 of the Law, stating:

> *Each person who sends a child within or outside the country with any means which causes the child to be exploited shall be punished with imprisonment of minimum 3 (three) years and maximum 15 (fifteen) years and a fine of minimum Rp. 120.000.000,00 (one hundred twenty million rupiahs) and maximum Rp. 600.000.000. (six hundred million rupiahs).*

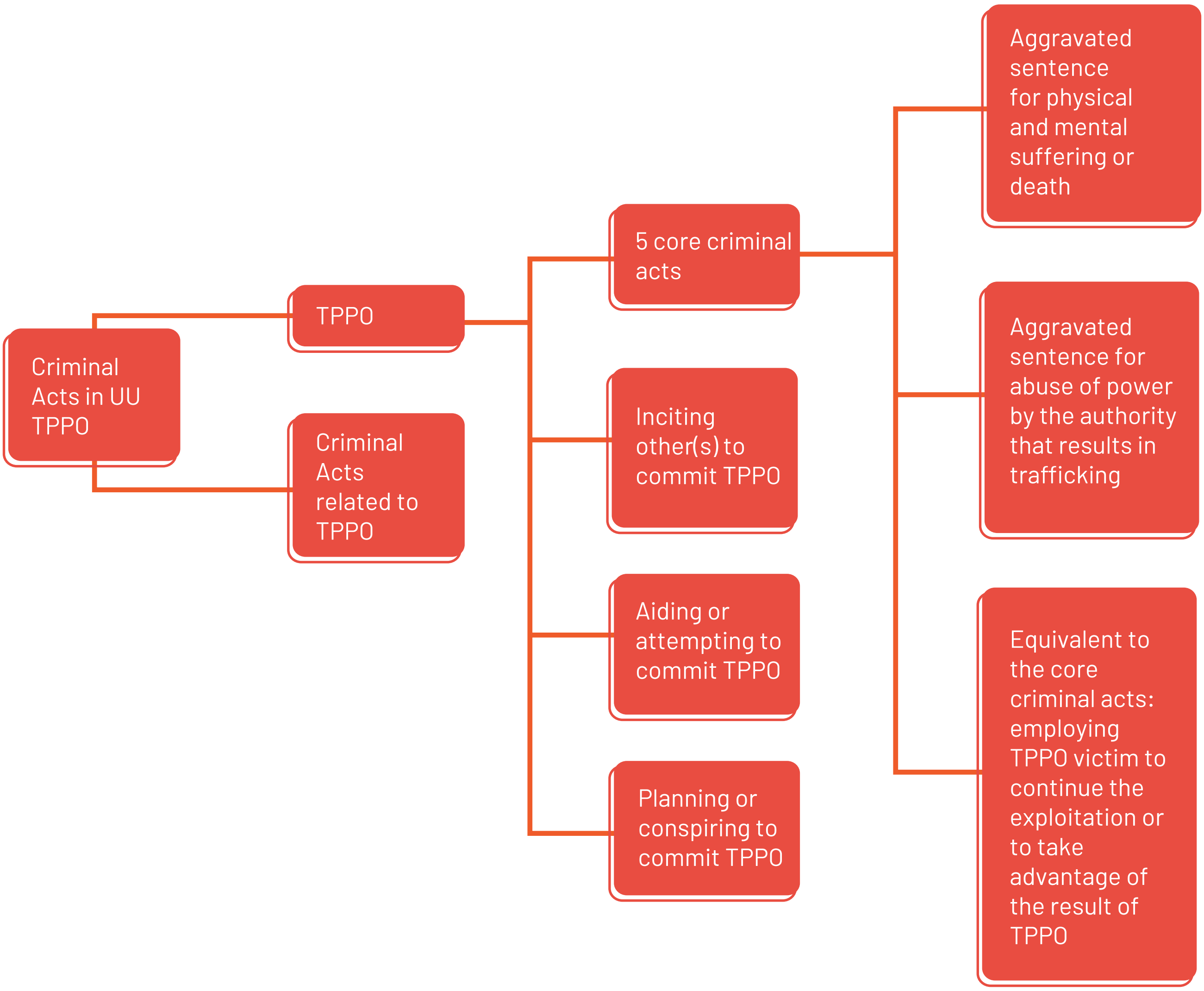
As mentioned previously, according to international standards, the purpose of exploitation is key to the crime of human trafficking, regardless of whether or not this exploitation has already occurred or was simply the intended outcome of the act committed and means used. For victims under 18 years old, no means need to be proven.

However, UU TPPO does not have this blanket exception for minor victims; Article 6 disregards the means for child victims ***only*** for the act of "sending" and solely when the child is ***already*** exploited.



The other category of crimes, i.e. "**other crimes related to trafficking in persons**," is enshrined in Chapter III of UU TPPO, which penalizes those who facilitate or become accessory to trafficking in persons through acts such as providing false documents (Article 19); committing perjury, influencing, or injuring a witness during a related trial (Article 20 and 21); obstructing an investigation; or prosecution (Article 22), for example.

Criminal Acts in UU TPPO:



Several other regulations must be considered when it comes to cases of sexual exploitation. The Ministry of Women's Empowerment and Child Protection Regulation 22/2010 on Procedure for Operational Integrated Services for Witness and/or Victim of Trafficking in Persons, as well as Supreme Court Regulation 3/2017 on Guidelines for Women in the Judicial System, ensure that the sexual history of women and the stigma attached to them cannot be used against them.

It is important to also be sensitive to other issues that victims may experience, for example sexual harassment or domestic violence by family members. This could be relevant when deciding to contact a victim's family or when discussing other liable parties that may be reported to the police.

There may be situations whereby victims are involved in illegal activities such as prostitution, document forgery, drug use or trafficking, or illegal border crossings in the context of their trafficking situation. Article 18 of UU TPPO states that trafficking victims who commit a crime under duress shall not be prosecuted.

It is important to consider the legal liability relevant to holding and using other people's data, which changes based on place. In other words, conversations about data are often set in an ethical framework of should, when in fact they also fall very firmly into the legal framework of must, and any breach of a relevant law can pose a risk to your organisation, its board, and staff. Understanding data privacy and protection laws in your specific country or location is key. It allows you to safely and appropriately gather and use data to support survivors and expose the crime. See below for background on the Indonesian Legal Framework for Data Protection.

Indonesian Legal Framework for Data Protection

Civil society organizations (CSOs), especially those that advocate for human rights and/or provide assistance to victims, including survivors of human trafficking, will very likely deal with sensitive personal data belonging to others. In order to protect beneficiaries and other stakeholders, it is necessary to be familiar with legal provisions related to data protection and privacy in Indonesia.

The Constitution of Indonesia guarantees all citizens' right to communicate and obtain information for their self-development, as well as the right to seek, obtain, possess, store, process, and convey information using all available media (Article 28F). At the same time, it also protects every person's right to protect their personal identity, family, honor, dignity, and any property under their control (Article 28G). This article lays the foundation for laws and regulations protecting the privacy and personal data.

CSOs should also be aware that their data gathering and management practices are subject to Law Number 14/2008 on Public Information Transparency. The law was passed to optimize the state administrative supervision for social services provided by the "public body," which is defined in Article 1(3) of the law as including non-governmental organizations if they are funded in part or in whole by public or international donors funds. Most CSOs working on the issue of human trafficking fall under this definition.

Article 7(3) of Law 14/2008 further stipulates that public bodies shall develop information and documentation systems to manage public information properly and efficiently, including by utilizing electronic and non-electronic facilities and/or media. While public information is defined broadly in the Law, encompassing all public interest information produced, stored, sent and/or received by a public body related to any public body's administration, some limitations are set in Article 17. The following are the information exempted from the public eye:

1. Information that obstructs criminal investigation processes;
2. Information that reveals the identity of informants, reporters, witnesses, and/or victims;
3. Public Information which, if opened, can reveal the content of private authentic acts and the last will and testament;

4 Public information which, if opened and given to the public, can reveal confidential private records, namely:

a. History/record and condition of family members;

b. Physical and psychological health history or record;

c. Financial condition, assets, income, and bank account;

d. The result of evaluation on one's capacity, intellectual level, and recommendation on one's capacity;

e. Records of one's formal and non-formal education.

f. Information that is determined by law to not be publicly disclosed.

UU TPPO also contains a number of stipulations on personal data protection relevant to instances of human trafficking. Article 44 of the Law guarantees the right to confidentiality for victim-witnesses and their families, and Article 24 imposes imprisonment and a fine for those who illegally reveal a witness' or victim's identity. Article 33 guarantees whistle-blowers the right to keep their name and address or other relevant information confidential.

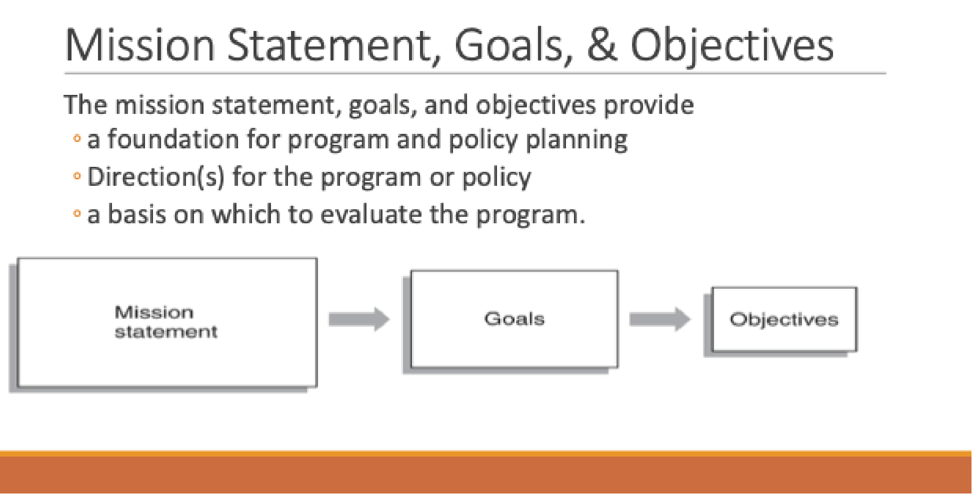
Articles 60 - 62 also guarantee legal protections for community members who are involved in prevention or service provision related to human trafficking, including those who report human trafficking or provide assistance to the victims. The law specifies that the protection shall include affording personal security, exemption from prosecution for responsibly reporting human trafficking, and having their identity kept confidential.

Annex 2: Organisational Objectives and Theories of Change

When creating or revising your organisation's data systems, it is important to ensure they are aligned with and directly supportive of your organisational mission. In general, a mission statement describes the general focus or purpose of your organisation. It may also reflect philosophy, or the way you approach the work. This is your touch point for developing organisational goals and objectives. Goals are less specific than objectives and are used to explain the general intent of a program. The graphic below illustrates this idea. A **goal** is an expectation that

1. is connected to all areas of your work
2. provides overall direction
3. is more general
4. takes longer to complete
5. has no explicit deadline
6. is not easily observed
7. is often not measured in exact terms

Objectives are more precise than goals and typically represent smaller steps that lead to achieving your broader goals. Ideally, they are developed and articulated in SMART terms: Specific, Measurable, Achievable, Realistic, Time-phased.



Source: McKenzie, James F. (2013) Planning, Implementing and Evaluating Health Promotion Programs: A Primer. (6th ed). Pearson Education Inc.

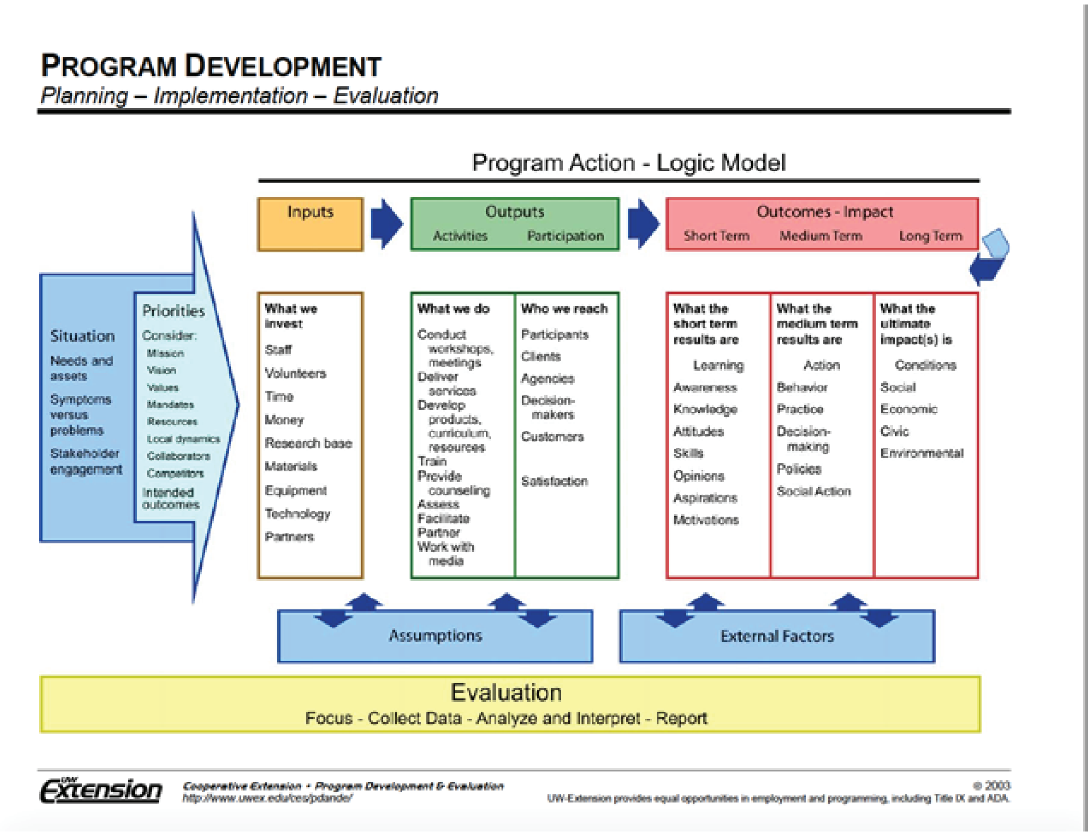
Developing a **Theory of Change** or **Logic Model** of why and how your organisation does what it does allows you to achieve the change you seek in your community (or the broader world). In addition to shaping your approaches more broadly, setting out a logic model is also useful in defining the questions you want to ask about your work, and your process of the data collection, analysis, and reporting you will need to do as part of your project.

The model below provides a framework for developing your Theory of Change. It is useful to begin with your long-term outcomes or objectives and work backwards from there. Before you finish, consider the assumptions and external factors (outside of your organisation) that might be needed for the stated activities to lead to the outcomes you seek, or that might be barriers to expected results (perhaps out of your control). Also, do not forget to consider what might be some unintended consequences of this programming.

How?			***When***	***What We Want***		***Why***
Inputs	**Activities**	**Outputs**	**Timeline or Frequency**	**Short Term Outcomes**	**Intermediate Term Outcomes**	**Long Term Outcomes**
Resources dedicated to, or used by, the program to achieve results	*Actions and/or services your program provides to meet its desired results*	*The deliverables, products or services directly generated by the activities*	*When the activities will take place, or how many times (e.g. 3 times a year, every month, January 2013)*	*The specific impact or change that is expected as a result of each activity*	*Describe the key changes you want to make as a result of your program*	**Sometimes called Impact – vision of a preferred future**

Source: Splash and Ripple: Using Outcomes to Design & Guide Community Work. Produced and written by: PLAN:NET LIMITED, Calgary Philip Cox, Sherry Kozak, Louise Griep, and Lisa Moffat (2011)
https://www.canada.ca/content/dam/hc-sc/migration/hc-sc/ahc-asc/alt_formats/pacrb-dgapcr/pdf/finance/contribution/splash-ricochet-eng.pdf

Here is an example of a different type of Logic Model that includes additional considerations.



Once you have developed your Theory of Change or Logic Model, it is important to reflect on the various stages and consider **what kind of data you would need to track and report on each stage**, in what **time frame** you would collect, **how it could be collected** and from where, and how you might use it to further your organisational objectives.

Annex 3: Ethical Approaches to Collecting Data from Survivors

There are always important considerations to keep in mind when collecting data from vulnerable populations. Am I adhering to appropriate policies of informed consent? Does the survivor know how the data will be used? Given that this is a complex complex and multifaceted crime, we want to proactively try to present information that is as complete, informed, and unbiased as possible.

When working with or collecting data from trafficked persons, it is imperative to remember that many survivors have endured long periods of control, coercion, violence, and/or manipulation. This can include threats to them or their families/loved ones, lies and deceit, withholding of personal documents/information, and physical, sexual and/or psychological violence. Victims may also be in situations that are very unfamiliar, with few contacts and little local knowledge; thus, they may be skeptical of any strangers, even those offering help with the best of intentions.

Those working with survivors, or potentially encountering people currently in trafficking situations, should keep in mind that these individuals may:

- not know or understand the official term "human trafficking" and how it is defined in legal regimes
- have limited personal freedom and feel trapped with no way out
- lie about legal status, age, country of origin, family or relationship with trafficker
- suffer traumatic reactions that affect their ability to remember, trust others, react appropriately, estimate risk and seek or accept assistance
- be wary of officials of any type
- continue to feel (or be) watched, followed and vulnerable to retribution against themselves or family members
- have an unstable living situation, have temporary residency, fear imminent removal or deportation, or remain undocumented
- feel ashamed and stigmatized
- feel independent and empowered by the experience and not wish to be treated like a victim
- feel pressured to participate in a legal proceeding against traffickers, or feel in danger because of such participation

- envision no alternative but to return to the traffickers
- continue to experience extreme stress reactions that affect physical, sexual, psychological and social functioning
- feel that talking about the past is reliving it
- be unable to use health or other resources because of financial circumstances, legal status, language barriers, logistics concerns or alienation

Adapted from https://publications.iom.int/system/files/pdf/ct_handbook.pdf

It is important that all members of your organisation realise that any interaction with a survivor is an opportunity to improve their situation and well-being. That said, **we cannot ignore the potential for further harm**, such as through accidental disclosure of personal information, breaches of confidentiality, or unintended judgement or insensitivity. Training your staff and having clear protocols is the best way to ensure the rights and well-being of the victims are consistently met.

A good place to start is trying to ensure the safety of survivors, yourself, and your teams by assessing risks and making thoughtful decisions that account for everyone's perspectives. Ensuring privacy and confidentiality, both in terms of interactions and resulting data, is one important way to preserve the physical integrity (and reputation) of *your clients and your team.* Other important considerations include:

- Provide care without discrimination of any kind, such as by gender, age, social class, religion, race, or ethnicity, and with sensitivity to populations that are particularly vulnerable.
- Establish a network of trusted organisations offering a range of assistance, including housing, physical and mental healthcare, legal advocacy, law enforcement, and other social services, and provide referrals accordingly. A strong referral network is critical in addressing the myriad potential needs of a survivor. Referrals should be made in a way that respects the safety and confidentiality of the client first and foremost. When building out your network or selecting partners, be mindful of what types of services are available; how information will be shared before, during, and after service provision; and how continuity of care will be guaranteed. It is useful to note that basic case information may be shared with the client's explicit permission in order to avoid unnecessary repetition and to ease the data collection process.
- Endeavor to offer information in a way that is appropriate and understandable to those you serve, and do not push people for information they are not ready to share.
- Focus on empowerment by being aware of and discussing all available options clearly given the person's situation, and avoid engaging authorities without express permission.

Given the global nature of human trafficking, victims are socially, culturally, economically, ethnically, politically, and linguistically diverse, meaning any given survivor may have limited understanding of the situation they are exiting. As such, anyone working at the frontlines must demonstrate a certain level of cultural sensitivity.

Interview guidance

The following are 10 guiding principles for ethical and safe interviews particularly for victims of trafficking recommended by the World Health Organisation (WHO). You will see how many of these principles align with concepts introduced elsewhere in the workbook.*

1. Do no harm (or more accurately, be aware of potential harm and work to minimise it)
2. Know your subject and assess the risks
3. Prepare referral information – do not make promises you cannot fulfill
4. Adequately select and prepare interpreters and co-workers
5. Ensure anonymity and confidentiality
6. Get informed consent
7. Listen to and respect each person's assessment of their situation and risks to their safety
8. Make every effort to not re-traumatize individuals
9. Be prepared for emergency intervention
10. Put information collected to good use

*Adapted from Zimmerman, C. and C. Watts, WHO Ethical and Safety Recommendations for Interviewing Trafficked Women, World Health Organization, Geneva 2003.

https://apps.who.int/iris/bitstream/handle/10665/42765/9241546255.pdf

Informed and active consent

As you begin to implement data systems, it is critical that you have a clear policy on informed and active consent in place. There are a number of regulations that make it mandatory to hold data that was collected with consent. For example, the Regulation of the Minister of Communication and Information Technology Number 20/2016 concerning the Protection of Personal Data in Electronic Systems regulates data management in electronic systems. One of its principles is that Personal Data is confidential and can be used only based on explicit consent or with another legitimate reason. This principle applies to the process of obtaining, collecting, processing, analyzing, storing, displaying, announcing, sending, and disseminating the data. **It is important for an individual to know the processes and possible consequences of any kind of service they may accept from your organisation; they must also understand the many ways their personal data could be used now and in the future.**

Whether in law enforcement or social services, anti-trafficking practitioners are often working in environments of uneven power dynamics, making it difficult to secure legitimate consent. For example, can consent be freely given in a situation in which someone is receiving emergency assistance? The more we ensure the spirit of consent is implemented (as opposed to approaching it as the simple tick of a box), the closer we move towards true consent.

It is useful to consider the following **key elements of informed and active consent** when designing consent procedures for your organisation, ideally with input from survivors:

- The identity of the data collector and the organisation they represent should be clearly stated
- A narrow, specific purpose of data collection as well as how it will be secured, communicated, and potentially shared should be made clear, as well as the associated potential benefits and risks
- Clarity on which components of the data may be used, and if the individual's identity is meant to remain confidential
- Written or recorded certifications of consent should be kept on file alongside the relevant data
- Consideration for how long the data may be used and in what formats

- A process for subjects to request their personal data or withdraw consent should be clearly outlined and contact information for the **data custodian** shared (and updated as needed)
- Consent must be given freely and voluntarily, recognizing inherent power dynamics that shape this process (staff should be appropriately trained on signs of distress to ensure consent is valid)
- All of this must be communicated in a format and language understood by the data subject, who must not be incapacitated at the time of consent
- Consent should not imply the waiving of rights or release from liability due to negligence on behalf of the data custodian/the organisation they represent
- If cash or non-monetary compensation will be offered, it is important that the interviewee is genuinely interested in participating (as opposed to being drawn by the promise of compensation, which can arguably be a form of coercion)

When implementing the consent process, ensure that you and your staff do the following:

- Build trust and confidence with data subjects while ensuring the accuracy of data collected
- Do not rush the interview/survey process so as to allow clients to feel understood and supported
- Emphasise the value of the information collected in informing higher quality services both among your team and when interacting with data subjects
- As much as possible, conduct meetings in a private, quiet, secure, and comfortable space in which the client has some level of control to choose the seating arrangement, take breaks, or get water/a snack, for example
- Develop and share standard instructions for interviews with your team to ensure consistency, completeness, and accuracy, thus enhancing data quality
- Have psychological and psychosocial support on hand before, during, and after interviews whenever possible
- Give special consideration to the value and responsibility of professional interpreters and awareness of cultural differences in data collection

A note on working with children

As with any situation, special consideration should be made for child victims. Anyone you think may be under 18 years old should be offered protection and support as if they are a child up until the point their age can be verified. The stresses along with primary and/or secondary trauma that is likely to result from any trafficking situation is particularly critical with children, and can drastically impact their long-term health and development. Accordingly, any assessments that are conducted or services that are offered must be tailored to their particular developmental stage, which may or may not align with their age depending on the situation they've endured. It is also important to keep in mind that children may have been trafficked by a family member or indirectly trafficked along with their parents.

Trust-building and clear communication are even more important when working with children. Furthermore, staff should encourage children and their families, as appropriate, to take an active role in decision-making, noting the possibility that family members may be implicated in the trafficking process. In such a situation, an alternative adult guardian should be established. In the Indonesian legal framework, under Article 29A of Law 31/2014 on the Amendment of Law 13/2006 on Witness and Victim Protection and Article 23 (2) and (3) Law No. 11 of 2012 on Juvenile Justice System, if the victim is a child and the perpetrator is their parent or legal guardian, then the LPSK (Victim and Witness Protection Agency) or social workers can provide assistance without parental consent, based on a court decision.

As with any victim, the key point is always acting with the best interest of the child in mind and ensuring basic needs are met to help make them feel safe. This might mean:

- Having specially trained staff or other contacts to lead interactions with children, and generally trying to have someone of the same gender as the child
- Reuniting the child with a parent or guardian as soon as possible, unless there is reason to suspect that adult might be involved in the child's exploitation
- Being particularly careful not to shame or humiliate the child, for example, avoid using restraints or exposing them to the media
- Avoiding situations that may feel intimidating, such as by asking any officials to dress in civilian clothing and making spaces feel comfortable with snacks/water, toys and/or supplies for drawing, accessible toilets, and allowing extra time for breaks

- Gathering any necessary information as soon as you feel the child is ready, but without rushing them
- Asking age-appropriate, open-ended, non-leading questions, and, ideally, encouraging the child to denote differences between not knowing, not remembering, and not understanding as a response to a line of questioning

See: Assisting and Interviewing Child Victims of Trafficking: A Guide for Law Enforcement, Immigration and Border Officials" Regional Support Office, The Bali Process (Year)
https://www.baliprocess.net/UserFiles/baliprocess/File/Quick%20Ref%20Guide%20Assisting%20and%20Interviewing%20Child%20Victims%20of%20Trafficking%20ENGLISH(2).pdf

Moreover, when surveying or interacting with children or youth, it is important to understand any legal restrictions or requirements that must be considered. Are there specific means for acquiring informed consent from a child? What role do parents play in providing data about a child? What differs when a child is alone or unaccompanied? Children's rights to participate in data collection efforts have been discussed but must always be evaluated against the principle of "do no harm". Are there inherent risks that children may experience if they participate in data collection? How can you ensure a child's safe and meaningful participation?

Potential trafficking indicators specific to children and youth

Children who have been trafficked may:

- Have no access to their parents or guardians
- Look intimidated and behave in a way that does not correspond with behaviour typical of children their age
- Have few friends of their own age
- Have no access to education
- Have no time for playing
- Live apart from other children and in substandard accommodations
- Eat apart from other members of the "family"

- Be given only leftovers to eat
- Be engaged in work that is not suitable for children
- Travel unaccompanied by adults
- Travel in groups with persons who are not relatives

The following might also indicate that children have been trafficked:

- The presence of child-sized clothing typically worn for doing manual or sex work
- The presence of toys, beds and children's clothing in inappropriate places such as brothels and factories
- The claim made by an adult that he or she has "found" an unaccompanied child
- The finding of unaccompanied children carrying telephone numbers for calling taxis

Annex 4: Selecting a Database Tool

Databases, essentially digital filing cabinets, are a key element of your data system. Ideally, a database makes many elements of your job easier, particularly when it comes to accessing necessary information for understanding and reporting on your work. Historically, this could mean pulling a case file on a particular client from your paper files; using digital data allows you to run a search to identify if multiple victims are coming from the same geographic area, for example.

The data fields suggested above can easily be incorporated into any of these systems (or others). What matters most is that there is common understanding of each field and, ideally, a shared or similar list of options. The following list is derived from the most commonly used platforms identified by Indonesian partner NGOs.

Platform	Use	Advantages
Google Docs/Google Drive	Document Management/Storage/Sharing	• No/Low Cost • Allows you to access files from anywhere by logging into your account • Allows you to set sharing requirements • Easy to search • Multiple users working on/in the same document
Microsoft Access	Relational Database	• Included with Microsoft Office Business or Premium; low cost • Can import/link to data stored in other places • Integrates with other Microsof t products like Word and Excel

Microsoft Excel	Spreadsheet Program	• Allows you to track, categorize, chart and manipulate data • Is easy to export data to other tools and databases • Allows you to search, organize, and track client data
Victim Case Managemen t System (VCMS)	Customized CRM Customer based in Salesforce	• Is already built and tailored to human trafficking in SE Asian context • Is low cost/no cost • Creates access to a learning community of users • Multiple languages • Set up and training support from Liberty Shared • In-depth data security and access control • Benefit from upgrades and developments from community of practice
Salesforce	Customer Relationship Management Tool (CRM)	• Has specific Nonprofit pricing and support; new Nonprofits can get 10 free licenses of Enterprise edition • Allows organizations to cultivate long-lasting relationships with constituents from clients and beneficiaries to donors and supporters • Helps you collect an accurate, unified view of every interaction with clients, supporters, members, funders, volunteers, and affiliates

		• Can boost outreach, track services, programs and campaigns • Can be used for victim case management, hotline management, fundraising, contacts management, and community engagement
Airtable	Part Spreadsheet, Part Database	• Drag and drop files • Add custom fields • Ability to collaborate with multiple staff/teams • Customizable but includes many examples of how to use Airtable (templates, calendars, etc.)

Whether you're using free or paid software, there is always going to be a trade off between convenience and security, and you have to strike the balance that makes sense for your team. For example, free software may be less customizable or subject to changes, updates, or revisions that you might not choose, whereas a paid product gives you more control and ability to tailor the tool to your specific needs. Paid software can still be very low cost and there are dozens of case management and other tools that already exist and can be customised to work well in the anti-trafficking context. Paid software may have more enhanced security and privacy controls that keep your data safe, however many free tools also have these functions. One of the main challenges around data entry and maintenance is time, so you want a system that is intuitive, easy to use, and has an interface that makes sense to your team.

In addition to questions of data ownership, the point about usability is especially important to keep in mind if you are bringing in outside help to design a new database. Contractors might focus on what's most cutting-edge, as opposed to what's most practical for daily use or in terms of data security. You also want to ensure that someone internal to the organization knows how to make necessary changes, and/or troubleshoot issues that may arise while using the software. It can be costly to return to outside consultants or agencies every time you need to make a change or add something new.

Building a single database that meets the unique needs and specifications of the numerous types of actors in the anti-trafficking community would be extremely challenging, if not impossible. That said, it will not be critical that we are all on the same exact system, but that we endeavour as much as possible to ensure standardisation of definitions and comparability across systems – essentially **interoperability**.

Here are some questions to go through as you approach building a new database or updating existing systems:

Basic

- What does the current data entry process look like? Where are the pain points? What can you do? What can you not do?
- Is the process of data entry manageable for your team? How much time does it take? Is it easy to access? Are all relevant staff trained on how to do it correctly?
- Are data available to your team at any time when and from any location where they might need access? Is the system cloud-based? Does it offer mobile access?
- Will the speed of the system be manageable with existing equipment and internet service?
- Can the database handle the volume of data you plan to manage?
- If the system is web-based, can it be accessed offline in the case the internet is not functioning?
- If the system is web-based, how often will records be updated and saved? Is there an auto-save function?
- Is it easy to add, remove, or alter data fields at a later time? Can you differentiate between entries that are verified and complete versus those that are approximated or need to be reviewed?
- Does the database offer adequate security features?
- Is access to the database easily granted and revoked as employees change?
- How often and to what location will data be downloaded as a backup or for archival purposes?
- Does the system offer varying types of data entry, such as freeform text, tick-boxes, drop-down menus, etc.?

Here are additional suggestions to accommodate more advanced needs.

Can you set multiple permission levels for who can see/edit/delete different types of data?

For example, for organisations with social workers, lawyers, and investigators working on the same cases, ensuring that permissions can be set so that only relevant employees see the appropriate information (such as modus operandi or medical records) is critical for protecting the privacy of the victims.

Can data be entered into the same record simultaneously by multiple users?

Does the system easily catalogue relationships between records?

For example, can multiple perpetrators be connected to the same case or can social workers in multiple organisations be linked to a client's record? This is often a critical component of functionality for any data system.

What features can be integrated to improve the accuracy of geographic data points?

For example, some systems, including VCMS, enable the user to drop a pin (as you might on a smart phone map application) to identify an important location. You can also explore if drop down menus could be created hierarchically in a way that options change as you sort information from the national to village level.

Can electronic files (such as document and image files) be attached to records in the database?

For example, ensure documents related to court proceedings or images of evidence can be uploaded and linked to a given trafficking case.

Does the process of extracting data from the system meet your needs? Are there built-in operations for generating reports and visualising the data? Can data be downloaded in appropriate formats, such as .csv files? Can graphs from the dashboard be downloaded in an appropriate format (.png or .pdf)?

Annex 5: Excel Functions

Though Excel may not feel like a "database," it is in fact a perfectly useful way to store and analyse data. It can provide many tools and functions to ease data entry and processing. Given that organisations are working on different versions of the software and from different computers, we offer here a summary list of some basic Excel functions that may prove useful, but suggest you turn to the internet, as well as the many free video tutorials available on YouTube, for more detailed guidance that's pertinent to your work.

Limiting your options

As emphasized elsewhere in the guidelines, one way to ensure clean, accurate data is by restricting the available options to a given field as makes sense. For example, if we are collecting data on industry for a case of forced labour, we may want to have a limited set of options, such as domestic work, textiles, palm oil production, commercial sex, fishing, etc. A drop-down list of pick list is an effective way of categorizing the data. Best practice is to always have an "Other" option and an additional field where you can enter freeform text to capture a less common entry.

Once you have decided on the list of options, you can either create a drop down list using the Data Validation tool or simply use quick keys ("Option"/"Alt" + down arrow) to scroll through this list of available options and press "Enter" to select the one you want.

The Data Validation tool can also be useful in limiting the range of options for a given data field. For example, if you are recording age, you can limit a field to accept answers that are whole numbers between 0 and 100. You can also use the Input Message option here to give a prompt to those doing data entry that explains the given cell's function and range.

Similarly, if you need to enter the same data into multiple cells, instead of simply copying and pasting, you can use the Control + click option to select all relevant cells, type your data in the last cell you select and then press Control + Enter. The data will be entered for all selected cells.

Lastly, if there is a value you enter often that is long or complicated, you can use the AutoCorrect function to your advantage. For example, if you are entering your name frequently across a database, you can set it up to use your initials to autocorrect to your full name.

Enter data correctly

Data entry can be time-consuming and requires a certain level of focus to ensure it is done accurately. Using Data Entry Forms in Excel can help to reduce some of the burden. Basically, this means each entry becomes its own form, rather than just a long row of text. The set-up will differ slightly based on your version and computer, so it is best to search for the exact process.

One of the benefits of Excel is that you can use it to combine many different sources and types of data. That said, if you are importing large amounts of data from outside sources, it is best not to simply cut and paste that data into a sheet, but instead use the Get External Data option under the Data tab and choose the best option.

An often-overlooked Excel function is the option to have the database speak to you. This can be very useful if you are converting a lot of information from PDFs or handwritten notes into a spreadsheet. The Speak Cells on Enter function will read you each entry as you go.

It is good practice to note down the date and time of data entry so that anyone working in the sheet has an idea of what is current and what might need to be updated. An easy way to do this is using quick keys to enter the current data and time:

Windows: Press Ctrl+; (semi-colon), then press Space, and then press Ctrl+Shift+; (semi-colon).

Mac: Press Control+; (semi-colon), then press Space, and then press ⌘ + ; (semi-colon).

Also, if you are working in a spreadsheet created by someone else that includes numerical data, it is helpful to orient yourself by using the Show Formulas function to better understand what kind of analysis may have already been performed on the data.

If you are importing data in which text is capitalized in a way that is distinct from your dataset, you can use UPPER, LOWER, and PROPER formulas to transform text to all uppercase, lowercase, or capitlaising only the first letter of each word.

Search functions

In addition to the basic Control + f search function, there is an option to do a "vague search," meaning looking for text that might not exactly match, but is close. You can use the ? (replaces one character) and * (replaces one or more characters) keys to replace characters that are unknown, such as if you aren't sure of the exact spelling of a name or place.

Descriptive statistics

You can very quickly calculate basic descriptive statistics in Excel. There are hundreds of available functions. Here is a very basic table, which we will use to demonstrate some of the most common statistical functions:

ID (A)	Age (B)
1	23
2	18
3	37
4	45
5	21
6	22
7	21
8	35
9	29
10	22
11	17
12	21
13	25
14	33
15	30

To calculate the average age when an individual was trafficked, use the AVERAGE function.

fx= AVERAGE(B2:B16) = 26.6

TRIMMEAN calculates the average taken by excluding a percentage of the highest and lowest data points from a data set. You should use this function if you want to exclude outlying data from your analysis. You will need to choose the range of values for analysis (array) and the percent you would like to exclude, ex. 20% or 0.2).

fx= TRIMMEAN(B2:B16, 0.2) = 25.92

Use AVERAGEIF to average cells give a specific criteria, such as the average age of all adult victims.

fx =AVERAGEIF(B2:B16, ">17") = 27.2857143

To find the median (or middle number), use the MEDIAN function.

fx = MEDIAN(B2:B16) = 23

To find the most frequently occurring number, use the MODE function.

Understanding a single data point in a set

To find the minimum value, use the MIN function.

fx =MIN(B2:B16) = 17

Similarly, using the SMALL function, you can determine the second (or third, fourth, etc.) smallest value.

To find the maximum value, use the MAX function.

fx =MAX(B2:B16) = 45

Similarly, using the LARGE function, you can determine the second (or third, fourth, etc.) largest value.

The PERCENTRANK function can tell you where a given data point falls in relationship to the full data set. The equation below tells us that the 25-year-old person described by ID 13 (row 14) falls in the 57th percentile based on their age.

fx=PERCENTRANK(B2:B16, B14) = .57

Annex 6: Examples of Victim Identification Guidelines and Tools

The resources below give a sense of the diversity of approaches and tools available to support the identification of human trafficking victims. This is a helpful starting place for organisations working to develop or alter their internal systems of identification or build data collection systems that systematically collect information on indicators or criminal patterns. For each, we have included a description and/or examples of the criteria used.

Guidelines for Law Enforcement and Protection Witness And/Or Victims In Handling Crimes of Trafficking in Persons, IOM Indonesia (2017)

This guideline for law enforcement highlights that sometimes TIP victims often do not identify themselves as victims, they may be reluctant to speak to authorities due to dear or mistrust. This guideline lists common indicators to identify potential situation of trafficking.

Key common indicators:

- [ ] the person is forced/coerced to enter or remain in a situation
- [ ] the person is deceived about the nature/location of the situation
- [ ] the person's working days or hours are excessive
- [ ] the person does not receive a salary or only receives a small portion of the total amount that should have been received

Extended Indicator:

- [ ] the person's living conditions are inhumane and/or degrading
- [ ] the person is under the control of/heavily dependent on others
- [ ] the person may have had their passport or other travel or identity documents withheld
- [ ] the person is subject to threats or use of violence
- [ ] the person is in situation that is inappropriate for their age

Indicators of trafficking for the purpose of sexual exploitation

- [ ] the person can not refuse to service clients, carry out specific sexual acts or have unprotected sex
- [ ] the person does not receive money directly from clients, or receives only a small portion of the fee paid by clients to employers or intermediaries
- [ ] the person in forced/coerced to use or not to use specific type of contraception
- [ ] the person in underage

Indicators of trafficking for the purpose of labour exploitation

- [ ] the person lives in a group in the same place where they work and leaves those premises infrequently, if at all
- [ ] the person lives in a degraded, unsuitable place, such as an agricultural or industrial building
- [ ] the person is not dressed adequately for the work they do. For example, they may lack protective equipment or warm clothing
- [ ] the person has no labour contract and no access to their earnings
- [ ] the person lacks basic training and professional licenses

Indicators of trafficking for the purpose of domestic servitude

- [ ] the person receives poor quality/substandard food and shows signs of malnourishment
- [ ] the person has no private space, or private space is inadequate
- [ ] the person in confined or denied social interaction and/or never leaves the house without their employer
- [ ] the person is subject to insults, abuse, threats, violence, and/or assault
- [ ] the person pays a recruitment fee
- [ ] the person is underage

Indicators of trafficking for the purpose of forced, servile or early marriage

- [ ] cash or other 'gifts' were paid to a third party to bring about the marriage
- [ ] a marriage contract was negotiated by people other than the married parties and/or without their involvement or agreement
- [ ] the person has received/ is to receive virginity testing
- [ ] the person's relatives were forced into marriage
- [ ] the person displays signs of depression, self-harm, social isolation or substance abuse
- [ ] there are signs of family discord, violence or abuse
- [ ] the person is underage

U.S. Department of Health and Human Services (2018)

Sometimes lies are used to trick people into accepting a job that doesn't exist, and they get trapped in a job or situation they never wanted. Have you ever experienced this, or are you in a situation where you think this could happen?

☐ Yes ☐ No ☐ Decline to Answer ☐ Don't know

Sometimes people make efforts to repay a person who provided them with transportation, a place to stay, money, or something else they needed. The person they owe money to may require them to do things if they have difficulty paying because of the debt. Have you ever experienced this, or are you in a situation where you think this could happen?

☐ Yes ☐ No ☐ Decline to Answer ☐ Don't know

Sometimes people do unfair, unsafe, or even dangerous work or stay in dangerous situation because if they don't, someone might hurt them or someone they love. Have you ever experienced this, or are you in a situation where you think this could happen?

☐ Yes ☐ No ☐ Decline to Answer ☐ Don’t know

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

Vera Institute for Justice Screening for Human Trafficking Guidelines for Administering the Trafficking Victim Identification Tool (2014)

Can you tell me why you left your country?

- ☐ To find work
- ☐ To join family
- ☐ To join romantic partner (spouse/girlfriend/boyfriend)
- ☐ To escape abuse by family or someone else you know
- ☐ To escape conflict/violence/persecution
- ☐ Other

What country did you live in for at least 3 months before you came to the U.S.?

____

In what year was your most recent arrival to the U.S.?

If you don't know exactly when you arrived in the U.S., about how long have you been here?

- [ ] Less than 1 year
- [ ] 1 year
- [ ] 2 years
- [ ] 3 years
- [ ] 4 years
- [ ] 5 - 10 years
- [ ] More than 10 years

Did anyone arrange your travel to the U.S.?

- [ ] Yes
- [ ] No

Can you tell me who? What did they do?

Did the people or person who arranged your travel pressure you to do anything (for example, did anyone ask you to carry something across the border)?

Did you have to do anything so that they would help you?

- [ ] Yes
- [ ] No

What were you pressured to do?

---

https://storage.googleapis.com/vera-web-assets/downloads/Publications/out-of-the-shadows-identification-of-victims-of-human-trafficking/legacy_downloads/human-trafficking-identification-tool-and-user-guidelines.pdf

WestCoast Children's Clinic Commercial Sexual Exploitation Identification Tool (2015)

WestCoast's Commercial Sexual Exploitation-Identification Tool (CSE-IT) is designed to improve early identification of children who are commercially sexually exploited. The CSE-IT is appropriate for use by any provider serving youth, including child welfare workers, probation officers, mental health clinicians, and first responders. The tool was developed with the input of over 100 survivors and service providers and has been validated with data from a 15-month pilot to ensure that it accurately identifies youth who have clear indicators of exploitation. The tool is available for download here:

https://www.westcoastcc.org/cse-it/

IOM TACT Project Main Indicators for Identification of Victims of Trafficking (2016)

Conditions of exploitation

The person:

- [ ] has been offered work in the destination country
- [ ] has been promised an attractive salary and/or working conditions
- [ ] works very long hours
- [ ] has not any days off
- [ ] receive no or little payment
- [ ] suffers disproportionate salary deductions in order to pay for rent, clothing, food, etc.
- [ ] is deprived of any access to health care
- [ ] has not signed any employment contract, or has not received his/her own copy of that contract
- [ ] appears to suffer from physical injuries due to the use of coercion means

http://iomfrance.org/sites/default/files/Projet%20TACT-%20Main%20Trafficking%20Indicators.pdf

UNODC Human Trafficking Indicators

DOMESTIC SERVITUDE
People who have been trafficked for the purpose of domestic servitude may:

- [ ] Live with a family
- [ ] Not eat with the rest of the family
- [ ] Have no private space
- [ ] Sleep in a shared or inappropriate space
- [ ] Be reported missing by their employer even though they are still living in their employer's house
- [ ] Never or rarely leave the house for social reasons
- [ ] Never leave the house without their employer
- [ ] Be given only leftovers to eat
- [ ] Be subjected to insults, abuse, threats or violence

https://www.unodc.org/pdf/HT_indicators_E_LOWRES.pdf

IOM TACT Project Screening Interview Form (2016)

What activity did the individual believe s/he was going to be engaged in following arrival at the final destination (indicate multiple options if necessary)?

- [ ] Agricultural work
- [ ] Prostitution
- [ ] Begging
- [ ] Restaurants and hotel work
- [ ] Child care
- [ ] Study
- [ ] Domestic work

- [ ] Small street commerce
- [ ] Construction
- [ ] Trade Factory work (please specify)
- [ ] Transport sector Low-level criminal activities
- [ ] Other/ NA/ NK

http://iomfrance.org//sites/default/files/TACT-%20Screening%20Interview%20Form.pdf

Liberty Asia Victim Identification Toolkit (2016)

Checklist 1: Ascertaining trafficking scenario – Indicators Recruitment

- [ ] A third party arranged the travel and work documents.
- [ ] The fees and/or interest rates charged by the recruiter(s) are excessive.
- [ ] The individual is in debt and the family and/or loved ones back in the country of origin have guaranteed re-payment of the debts.
- [ ] False, inaccurate or misleading information was provided by the recruiter or by the employer to the individual. This includes the nature of the job, location or employer.
- [ ] The individual was deceived about family reunification.
- [ ] The individual was deceived through promises of marriage or adoption.

https://static1.squarespace.com/static/53038dd2e4b0f8636b5fa8c3/t/5747ca714c2f85be64f0473f/1464322756170/toolkit+version+20160526+hq.pdf

Annex 7: Data Sharing Agreement Template

Information Sharing Agreement

By and Between ______________________ **and** ______________________
(Name of entity/organisation) (Name of entity/organisation)

Effective from __________ to __________
(Date) (Date)

I. Background:
- Summarize the collaboration for which data will be shared
- Clarify who will be the sender and receiver of the data
- Include any prohibitions on secondary uses of this data (e.g., if it cannot be used for commercial gain)

II. Description of the data:
- A description of the information to be gathered, used or made available, and how it will be shared (format of exchange)
- List relevant data formats, standards, and conventions
- Clarify who owns the data
- Parties must agree to use the data for the purposes outlined therein and not to disclose, release, sell, or otherwise grant access to that data to other parties
- Timeline for use, release, or of disposal of shared data
- Clarifications on any intellectual property, ethics, or other copyright considerations

III. Data Security:
- A clear description of how the recipient will ensure the data remain confidential, including how they will maintain control of the data
- If data are accidentally disclosed by the recipient, this should be reported immediately to the sharing entity
- In the case of de-identified data, stipulate that the recipient shall not make an effort to re-identify the data subjects

IV. Data Management
- A listing of all relevant laws on data management and data sharing
- Address process and/or penalties for violations of the data sharing agreement
- Describe the plan for long term archiving and preservation of the data
- Make considerations for secure disposal of data
- Describe the duration of the agreement and the procedures in place for dealing with the data once the agreement is terminated or expired
- Clarify any requirements or prohibitions around dissemination, publication, or inclusion in other projects or materials
- Process for requesting approval for new, unforeseen or additional uses of the data

V. Signature of Parties

Printed name Date Phone number Email	Printed name Date Phone number Email

Annex 8: Turn Your Data Into an Effective Advocacy Campaign

The following template was developed based on the Center for Evaluation Impact's Advocacy Strategy Framework (https://www.evaluationinnovation.org/wp-content/uploads/2015/03/Adocacy-Strategy-Framework.pdf) and Learning for Action's Advocacy Evaluation Mini-Toolkit: Tips and Tools for Busy Organizations (https://www.betterevaluation.org/en/resources/toolkit/advocacy_evaluation_mini-toolkit).

Advocacy Campaign Template

This exercise will take about three hours and will produce a living document that can serve to guide you throughout your advocacy campaign. As you implement your advocacy campaign, it will be important to come back to the document to record updates and changes. Also, be sure to note when you have achieved important goals along the way.

1. Define your Impact

Think of your impact as a mission statement for your Community of Practice – what is the big change you aim to achieve through this advocacy campaign? Keep that impact in mind as you set your goals for this campaign, though impact and goals are different things.

Write your intended impact here:

____

____

____

____

____

Updates on your intended impact:

What are your specific goals? What is your timeframe?

In other words, how will you achieve this impact?

2. Knowing Your Issue

A successful advocacy effort requires a strong grasp of the policy issue and the political landscape you are trying to influence. Take some time to assess your understanding of the:

Problem Assessment

Who is affected? How are they affected? How will they be helped by the solutions you are considering?

Policy Assessment

What's wrong with the current policies? Are there better policy options available? Are legislators currently debating a relevant policy or bill? Is your issue a high priority on political leaders' policy agenda? Do your policy solutions have a plausible chance of being adopted?

Landscape Mapping

How does your advocacy goal fit in the landscape of current policy debates? Who are the powerful players who can help bring about this change or who might try to block it? Are other organizations working on the same or related issues? Do they support your solutions or propose competing ideas? What results from past efforts – by your own and other organizations – are worth building on?

3. Determine your Tactic(s)

Using this framework, determine which tactic/strategy you will use to achieve your goals. You may select more than one.

- [ ] **Advocacy Capacity Building** Using financial support, training, coaching, or mentoring to increase the ability of an organization or group to lead, adapt, manage, and technically implement an advocacy strategy.
- [ ] **Champion Development** Recruiting high-profile individuals to adopt an issue and publicly advocate for it.
- [ ] **Stronger Coalitions** Unifying advocacy voices by bringing together individuals, groups, or organizations that agree on a particular issue or goal.
- [ ] **Communications and Messaging** Transmitting information to target audiences to influence how an issue is presented, discussed, or perceived.
- [ ] **Community Mobilization** Creating or building on a community-based groundswell of support for an issue or position.
- [ ] **Community Organizing** Working with people in communities to develop the capacity to advocate on their own behalf.
- [ ] **Demonstration Programs** Implementing a policy proposal on a small scale in one or several sites to show how it can work.
- [ ] **Influencer Education** Telling people who are influential in the policy arena about an issue or position, and about its broad or impassioned support.
- [ ] **Leadership Development** Increasing the capacity (through training, coaching, or mentoring) of individuals to lead others to take action in support of an issue or position.
- [ ] **Litigation** Using the judicial system to move policy by filing lawsuits, civil actions, and other advocacy tactics.
- [ ] **Media Advocacy** Pitching the print, broadcast, or electronic media to get visibility for an issue with specific audiences.
- [ ] **Model Legislation** Developing a specific policy solution (and proposed policy language) for the issue or problem being addressed.
- [ ] **Policy Analysis and Research** Systematically investigating an issue or problem to better define it or identify possible solutions.
- [ ] **Policymaker Education** Speaking with policymakers and candidates about an issue or position, and about its broad or impassioned support.

- [ ] **Political Will Campaign** Communications (in-person, media, social media, etc.) to increase the willingness of policymakers to act in support of an issue or policy proposal.
- [ ] **Public Awareness Campaigns** Communications with the public that increase recognition that a problem exists or familiarity with a policy proposal.
- [ ] **Public Education** Telling the public (or segments of the public) about an issue or position, and about its broad or impassioned support.
- [ ] **Public Forums** Group gatherings and discussions that are open to the public and help to make an advocacy case on an issue.
- [ ] **Public Polling** Surveying the public via phone or online to collect data for use in advocacy messages.
- [ ] **Public Will Campaign** Communications to increase the willingness of a target audience (non-policymakers) to act in support of an issue or policy proposal.
- [ ] **Regulatory Feedback** Providing information about existing policy rules and regulations to policymakers or others who have the authority to act on the issue and put change in motion.
- [ ] **Voter Outreach** Conveying an issue or position to specific groups of voters in advance of an election.

Describe your tactic(s) in detail here:

Updates on your tactic(s):

4. Who is your Audience

Understanding the target audience for your message is key. Determine who directly and indirectly has influence over the decisions that affect your goals. The more precisely you define your target audience, the better.

Check off one or more boxes below to indicate your audiences.

- ☐ Elected officials
- ☐ Candidates for public office
- ☐ Public administrators
- ☐ General public/voters
- ☐ Donors
- ☐ Business/private sector
- ☐ Media
- ☐ Community leaders
- ☐ Courts

What message do you want to send to your audience? What is the best medium?

____

____

____

____

____

Write your specific target audiences here and determine how you will reach them with your message:

____

____

____

____

____

Updates on your target audiences:

____

____

____

____

____

5. Define your Working Environment

Understanding our operating environment is a key component of success, whether it's an impending election or a recent natural disaster. Also, knowing what potential partners, competitors, and opponents may affect your work is important. Acknowledging these factors – and figuring out how best to navigate them – can contribute to the success of your strategy.

Check off one or more boxes below to indicate the contextual factors relevant to your campaign.

- ☐ Political climate
- ☐ Social climate
- ☐ Economic climate
- ☐ Competing issues
- ☐ Prior experience with this issue area
- ☐ Competing or opposing actors
- ☐ Other risk factors

Write the specific contextual factors relevant to your campaign here:

How can you use these factors to your advantage?

What factors might pose a risk to the success of the campaign or to individuals involved, both in terms of physical safety or reputational harm? How might these risks be mitigated?

Updates on contextual factors:

6. Resources

Every organization brings unique strengths to this Community of Practice. Of course, there are always going to be additional resources needed. Here, we will define what resources are needed to successfully implement our advocacy campaign and achieve our goals.

Check off one or more boxes below to indicate which inputs and capacities are needed for your campaign.

- ☐ Funding
- ☐ Skills
- ☐ Visibility
- ☐ Time
- ☐ Reputation
- ☐ Relationships/partnerships
- ☐ Staffing and leadership
- ☐ Infrastructure (equipment and systems)
- ☐ Data collection
- ☐ Messaging and outreach materials

What inputs and capacities do you have?

What additional resources are needed?

How might you obtain/access those resources?

What specific data do you need to plan, implement, and evaluate your strategy?

Do these data already exist or do they need to be collected? Who has the data or can collect it?

Updates on your inputs and capacities:

____

____

____

____

____

7. Activity Tracking

As you undertake your campaign, it might feel like you only need to track the end results, but it is equally important to track your activities along the way. Some of the benefits of tracking your activities include:

- You can develop a deeper understanding of the effort that you need to expend in order to reach your goals.
- This accounting will help you to communicate concretely to your supporters and partners about the resources needed for successful advocacy campaigns.
- Keeping track of your activities is the first step in understanding which advocacy activities are most successful, and the circumstances under which they succeed. This is important feedback for your ongoing advocacy strategy.

Note key activities here

Activity: ____

Date: ____

Location: ____

Actors involved: ____

____

Resources used: ____

____

Outcomes: ____

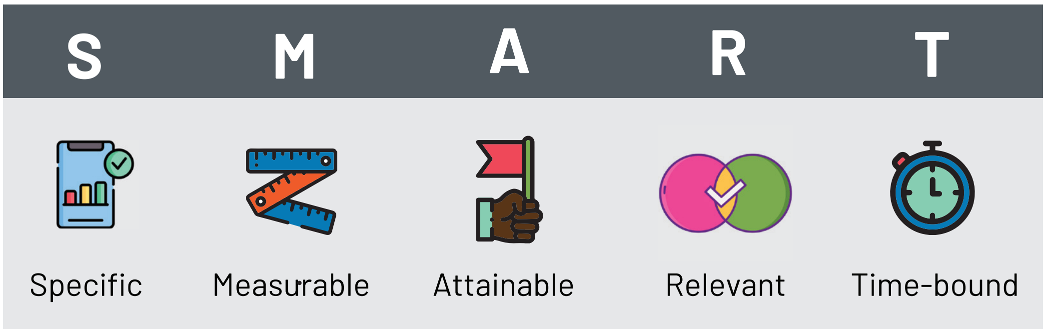
____

Activity: ______________________________
Date: ______________________________
Location: ______________________________
Actors involved: ______________________________
____
Resources used: ______________________________
____
Outcomes: ______________________________
____

Activity: ______________________________
Date: ______________________________
Location: ______________________________
Actors involved: ______________________________
____
Resources used: ______________________________
____
Outcomes: ______________________________
____

8. Measuring Progress

It is important at the outset to determine how you will measure progress toward your goals. Benchmarks will let you know that you are making progress and help indicate if you are getting off track. Be sure to choose benchmarks that are measurable and meaningful for your campaign. Try to articulate benchmarks that are



Check off one or more boxes below to indicate which capacity benchmarks you are currently working toward:

- ☐ Additional funding sources
- ☐ Increased organizational visibility/recognition
- ☐ Effective collaboration
- ☐ Enhanced staffing, skills, and infrastructure
- ☐ Strengthened partnerships
- ☐ Growth in support base

If relevant, consider assigning a ranking system for issue salience to be measured periodically over the period of the campaign. This will give you a quantitative way to measure progress.
For example, if the campaign focuses on public awareness, you could measure changes in public perception as follows:

1 = Target audience does not perceive the proposal/solution

2 = A small minority in the target audience perceives the proposal/solution

3 = A large minority in the target audience perceives the proposal/solution

4 = A minority perceives the proposal/solution, but those who do are a key constituency

5 = A majority perceives the proposal/solution, but not enough of the people in this group belong to key constituencies

6 = A majority perceives the proposal/solution and many in the majority belong to a key constituency

7 = A large majority perceives the proposal/solution and many in the majority belong to a key constituency

A similar scale could be developed for other targets, such as the willingness of a given politician to act, changes to the support base, organisational visibility in the community, media coverage of the issue, organisational capacity, etc.

Write your specific capacity benchmarks here:

Progress or updates on capacity benchmarks:

Use this section to record your progress to date on reaching the benchmarks you set. If you have not reached a benchmark, consider adding some notes discussing why – and what you are doing or plan to do differently.

Check off one or more boxes below to indicate which capacity benchmarks you are currently working toward:

- ☐ Increased knowledge and awareness
- ☐ Issue reframing
- ☐ New influencers/issue champions
- ☐ Increased salience
- ☐ Enhanced public will

Write your specific capacity benchmarks here:

Progress or updates on policy benchmarks:

Use this section to record your progress to date on reaching the benchmarks you set. If you have not reached a benchmark, consider adding some notes discussing why – and what you are doing or plan to do differently.

Annex 9: Guidance on Use of Human Trafficking Imagery

This note produced by Freedom Collaborative partners has very useful guidance for organisations to devise robust practices that honour the rights of victims whilst amplifying their stories. The voices and experiences of victims and survivors are key to the success of the movement, but their stories must always be shared with informed consent and in a respectful manner.

http://ethicalstorytelling.com/wp-content/uploads/2017/09/Guidance-Note-on-Use-of-Victims-Images_final.pdf

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