Impact Unlocked

How 10 organizations are measuring impact of **anti-trafficking services**

About Restore

Restore exists to make freedom real for survivors of trafficking in the United States. Since 2009, Restore has served almost 2,200 adult self-identifying women of 87 nationalities, delivering long-term, trauma-informed, and culturally-sensitive interventions in the three areas survivors have said are essential for sustained freedom from trafficking: housing, economic empowerment, and wellbeing (counseling and case management).

Based in New York City, Restore activates strategic cross-sector collaboration to promote impact-driven solutions. Examples include referrals to Restore from over 150 sources across 30+ states; emergency housing delivered through alliances with 60+ hotels and shelters; and partnerships with 50+ businesses which have provided close to 200 service contracts and direct hire jobs in a 6-year period. In addition, multi-year federal grants from the Office of Victims of Crime (OVC) and Office on Violence Against Women (OVW) enable Restore to access and inform best practices in the field.

Last year, Restore collaborated with industry leaders to create the report **"Path to Freedom"** which shared best practices in economic empowerment through survivor entrepreneurship, and called upon policymakers and corporations to remove obstacles for work authorization while driving further investment into this space.

In 2021, in response to the impacts of COVID-19, the report **"Road to Recovery"** was created in a similar process. Restore was invited to present its findings to President Biden's White House inter-agency task force to monitor and combat human trafficking. The report was then referenced in the **2021 Trafficking in Persons (TIP) Report** as an example of creative and collaborative responses during the pandemic *(page 21, 2021 TIP Report).*

This year we hope to continue that momentum in an effort to collaboratively drive attention to the best practices in impact assessment in the industry.

Restore

For more information, please visit our website:
restorenyc.org

Outline

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Executive Summary

The human trafficking industry is massive and profitable.

It is estimated that there are over **50 million people in slavery** and that the profits of trafficking are **over $150 billion per year** globally. In the United States, approximately **four hundred thousand people** are trafficked and the profit per person in sex trafficking in the Western World is over **$80,000 per person.** It's the second largest illegal activity after drug trafficking. These numbers are hard to come by and likely understated due to data tracking limitations as well as difficulty in identifying victims. And despite the size and impact of the industry, **less than 2% of giving in the United States goes to womens' and girls' causes,** including trafficking. So if the funding isn't at the scale needed to address this industry, the call to action needs to be to work smarter. Smarter means data that helps assess impact, scale solutions, and attract more resources.

In this report, leading anti-trafficking organizations discuss how they measure impact and implement best practices to evaluate their program's effect on survivors of trafficking, how they achieve process buy-in from staff on the ground, and how this data is utilized to garner funding for programs and assessment tools.

The Restore research team interviewed ten leaders from across industries including programs, research, funders, and law enforcement to better understand their impact-tracking systems across a range of qualitative and quantitative categories.

Human trafficking is a
$150 billion
dollar industry.

In the United States
400K
people are trafficked.

It's the
Second Largest
illegal activity after drug trafficking.

Less than
2% of giving
in the United States goes to womens' and girls' causes

The purpose of this report is to share best practices in data collection and assessment to help anti-trafficking organizations better educate funders, policy-makers, and corporations about program outcomes, better understand how to use existing frameworks to expand investment in programs and assessment tools, and move in the direction of a more scalable and standardized data collection and sharing process across global organizations, ultimately to sustain improvement in survivor's lives.

Impact assessment—also called program evaluation, impact evaluation, or outcomes analysis—is about much more than tracking metrics. Survivors of trafficking face significant hurdles to maintain lasting freedom following participation in a program. Frameworks that enable anti-trafficking organizations to establish leading indicators to ensure sustainable freedom for survivors are crucial. At the same time, overcoming limitations in data collection and standardizing best-practice outcomes across organizations can help with benchmarking impact.

We conclude with recommendations for service providers, industry convenors, and funders across the industry to offer a pathway for common frameworks that will help us all get closer to working smarter and ending human trafficking.

So if the funding isn't at the scale needed to address this industry, the call to action needs to be to work smarter. Smarter means data that helps assess impact, scale solutions, and attract more resources.

Look Who's Tracking

One of the most effective ways to get started with developing impact-tracking strategies and standards in the anti-human trafficking field is to understand the landscape of service providers and their current frameworks for impact assessment.

Impact assessment is how public and social services organizations determine the extent to which their interventions produce the intended changes in the population they serve. It enables organizations to engage beneficiaries, staff, volunteers, funders, and communities in understanding and appreciating how organizations' activities and stakeholder participation contribute to achieving a specific mission. Impact assessment requires that organizations go beyond establishing goals for the number and characteristics of people to be served (outputs) to include the leading indicators that confirm that change is being produced (outcomes).

Anti-trafficking organizations' missions and approaches to impact assessment vary depending on their focus, whether that is prevention, prosecution, aftercare services for survivors, training and technical assistance, or advocacy and policy-making. Below are examples of how the nonprofits, funders, and researchers participating in this report are thinking about impact assessment.

Restore NYC

Focused on housing, economic empowerment, case management, and counseling services, with the mission to make freedom real for survivors of trafficking in the U.S.

FRAMEWORK

Restore monitors organizational progress with a Balanced Scorecard across four assessment areas: survivor relationship, learning and growth, internal processes, and financial. Within the survivor relationship section, they assess organizational impact in two ways: using the Freedom Index (FI) framework developed in consultation with Arbor Rising (see pages 52 to 57 in the "Tools for Service Providers" section), and executing a quarterly client satisfaction survey (CSS). Restore also measures outcomes at a service-specific level.

OBJECTIVE

To recognize that all of Restore's services work together to improve participants' lives in five domains while they are enrolled: (1) housing stability, (2) job security, (3) living wages, (4) mental well-being, and (5) perception of safety. Restore developed specific questions for participants to self-report to case managers their status in each of the five domains at intake to Restore and every six months thereafter. Restore then uses those answers to score participants' status for each domain on a scale from 1 to 5, with 1 indicating a crisis and 5 indicating the highest level of independence.

The purpose of the FI is to assess if Restore as an organization is delivering value from all of its interventions, rather than measuring participants' progress against their own goals. For the latter, case managers and participants jointly develop and assess progress against individualized service plans (ISP). The CSS, which collects feedback anonymously, also ensures participants are empowered to request and obtain services that they find satisfactory. Both CSS data and FI scores are analyzed across DEI subgroups to ensure equity in service provision.

LIMITATIONS

Some of the limitations of this approach include: that FI and CSS depend on what participants feel comfortable disclosing to Restore at a given point in time, with incomplete data leading to a partial view of participant progress and organizational impact; that Restore does not measure progress in other domains of freedom, for example, immigration status or vacatur, because the purpose of the FI is primarily for improving Restore's services; and that FI assessments are limited to up to 36 months for the time the participant is engaged with Restore.

SUCCESS METRICS

Restore defines success as **75% of participants experiencing improvement** in their FI scores from intake at Restore to the 12-month mark, and from the 12-month to the 24-month mark. FI scores also help staff ensure that participants are connected to all the services that will allow them to make progress toward freedom.

The target for CSS is to obtain a 4.0+ rating on the seven overall satisfaction questions, with 1 indicating extreme dissatisfaction and 5 indicating extreme satisfaction.

Freedom Index measures Restore's organizational ability to help survivors progress to freedom, while the Client Satisfaction Survey enables survivor voice in service delivery.

EverFree

EverFree launched in 2021 through the merger of Willow International and 10ThousandWindows. They provide services to survivors in Uganda and the Philippines and are considering an expansion into the prevention space.

> In alignment with their mission, Co-founder and Chief Program Officer Kelsey Morgan defines true success as **"empowering communities, preventing trafficking, and ensuring lasting freedom for survivors."**

FRAMEWORK

Implementing the Freedom Greenlight, an adaptation of the Poverty Stoplight tool and methodology used by 316 organizations in 30 countries to date. It allows participants to easily self-diagnose their well-being and create action plans to reach their goals in partnership with a team of professionals. Freedom Greenlight leverages existing Poverty Stoplight technology which presents short-sentence questions that are color-coded and illustrated to participants, facilitating responses on a mobile phone, and across multiple languages, cultures, and levels of literacy. Assessment results are delivered to each participant immediately upon survey completion, and can also be aggregated for a quantifiable organizational view of progress (see pages 42 to 46 in "Tools for Service Providers" section). Since EverFree is validating the tool with grant support from Innovations for Poverty Action, and the Poverty Stoplight software is already developed for easy adaptation by any organization, EverFree plans to offer other anti-trafficking service providers the opportunity to implement the Freedom Greenlight at no cost.

OBJECTIVE

Freedom Greenlight focuses on a set of six domains: (1) Finance, Education and Employment; (2) Health and Sustenance; (3) Housing and Access; (4) Community Connection and Engagement; (5) Freedom Rights and Safety; and (6) Mental and Emotional Wellbeing.

LIMITATIONS

It does not currently connect to EverFree's case management system to ensure that case plans are informed by the stated needs of survivors. Funders also often request outputs or outcomes information that does not fit into the framework, resulting in a need for more tools, further staff effort, and an increased burden on participants. As part of the validation phase for the Freedom Greenlight methodology, EverFree also adds other assessments such as a comprehensive well-being tool which currently increases participant burden.

SUCCESS METRICS

EverFree's primary measure is providing a greater range of services that leads to **more survivors achieving lasting freedom.** Their secondary impact focus is that communities are empowered to prevent trafficking and help ensure survivors stay free.

Thus, EverFree expects to see survivors make progress, and eventually attain the "green" (strength or thriving) level, on the items survivors select in the Freedom Greenlight tool as priorities.

Coalition Against Slavery & Trafficking (CAST)

Mission is to end human trafficking through education, advocacy, and empowering survivors.

FRAMEWORK

CAST utilizes multiple tools and methods for Impact Assessment due to the organization's comprehensive approach to services, programs, and advocacy. CAST collects client data and performance metrics to measure service outputs, outcomes, impact, and client satisfaction, utilizing CAST's comprehensive customized database and anonymous surveys. As a leader in the anti-trafficking space, CAST spent over 20 years developing and improving its Survivor Outcomes Assessment (SOA) tool, and in partnership with RTI, this first of its kind SOA tool was adapted for use by service providers nationwide (see page 13). A key reason CAST is successful in measuring impact is its commitment to creating comprehensive service plans and measuring quarterly progress through dialogue and scoring across 14 domains, including Medical, Emotional, Legal, Housing, Family/Children, Employment, Education, and more. CAST's Survivor Leadership, Training, and Advocacy Programs also track output, outcomes, and impact data related to the goals of each program in order to advance a survivor-led and trauma-informed field.

OBJECTIVE

Key performance indicators (KPIs) focused on creating a bridge between practice and policy, meaning survivors are empowered, resilient, and working with practitioners to inform a survivor-centered policy agenda. In addition, CAST has program-specific KPIs, outputs, and outcomes which were refined over time by outlining a theory of change and logic models specifying what they were trying to achieve, plus incorporating requirements from funders.

LIMITATIONS

Some limitations include the inability to see how client outcomes, recipients of technical assistance, or laws passed have fared in the long run. Another is the tension between the need to collect impact data using validated tools that often involve long screeners versus being survivor-centered, especially when participants are in crisis. In addition, the amount of time involved in impact data collection, monitoring and evaluation, and analysis is challenging with staff's limited capacity, and often times this type of ongoing work is not recognized as a necessity by funders or is not considered a funding priority. Lastly, there is a need to collaborate across organizations to establish common definitions and benchmarks for impact measurement, but agencies have varying levels of tools and staffing to engage in this work.

SUCCESS METRICS

Each program has outcome measures based on its specific focus totaling 100 measures overall. One measure is the percentage of clients from CAST's transitional shelter that are able to access either stable housing or safe housing after exiting it.

In 2021, 90% of CAST graduates had safe housing, and more than 1,900 trafficking survivors and family members were served.

Hotline calls grew by 88% over 2020, and the organization had a 99% success rate for visa applications.

RTI International

An independent nonprofit research institute dedicated to improving the human condition.

FRAMEWORK

RTI's researchers developed the Outcomes for Human Trafficking Survivors (OHTS) instrument[1] to help comprehensive service programs monitor progress towards outcomes among survivors of human trafficking. It is appropriate for use by programs serving minors and adults, foreign-born and domestic victims, and those who have experienced sex or labor trafficking.

The starting point for OHTS development was CAST's SOA tool (see page 11). RTI incorporated findings from data collection activities involving service providers, researchers, and survivors into revisions that improved the resulting instrument.

The instrument is programmed in Microsoft® Excel® to facilitate scoring, data management, and data visualization. Data from the OHTS can be exported to analytic software packages such as IBM SPSS® and can also be merged with other evaluation data. This allows outcomes evaluations in relation to process measures such as client characteristics, service needs, program interactions, and client-provided information such as coping, self-efficacy, or satisfaction with services.

[1] RTI International. (2020). Outcomes for Human Trafficking Survivors Instrument. Research Triangle Park, NC.

OBJECTIVE

The OHTS instrument measures participant status for 14 outcome categories in four key areas: safety, well-being, social connectedness, and self-sufficiency. It uses a scoring system that case managers can use to rate survivor progress based on their observations or understanding from interactions with program participants, so they can focus on care and minimize participant burden. Organizations can **download the Outcomes for Human Trafficking Survivors Instrument**[2], along with the **Outcomes for Human Trafficking Survivors: Development Brief**[3] and the **Outcomes for Human Trafficking Survivors: User Guide**[4] from RTI's website at no cost since their work was funded by the National Institute for Justice (see pages 47 to 51 in the "Tools for Service Providers" section).

LIMITATIONS

OHTS shares a limitation with all other frameworks: how to collect baseline data in a survivor-centered way, and the impact of the frequency and duration of service delivery on the ability to measure progress. Their tool is sensitive enough to observe changes for a minimum of 90 days between assessments. OHTS also has two unique design limitations: (1) one case manager may not be able to provide answers for every single outcome domain, and may need to figure out how to securely share the file with another colleague or even an external organization to complete all the diagnostic questions; and (2) it focuses on indicators that case managers can directly observe, so it misses internal states of being such as spirituality, sense of hope, and agency, which may be fundamental for participants to pursue changes and achieve recovery. Plus, OHTS has two other limitations that they can overcome with additional funding: creating a version for use on an iOS platform (e.g., Macs, iPads), and supporting its implementation with training and technical assistance beyond the existing self-serve guides.

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[2] RTI International. (2020). Outcomes for Human Trafficking Survivors Instrument. Research Triangle Park, NC.
[3] RTI International. (2020). Outcomes for Human Trafficking Survivors: Development brief. Research Triangle Park, NC.
[4] RTI International. (2020). Outcomes for Human Trafficking Survivors: User guide. Research Triangle Park, NC

SUCCESS METRICS

As researchers and scientists, RTI's goal is to provide tools for organizations. Seeing the dearth of outcome data in the anti-trafficking field, RTI started getting at the question of why there wasn't more outcome data to support service providers, policymakers, researchers, and other players in the field to better help survivors or clients. No simple definition of success exists for survivors, so the development of the OHTS focused on defining and validating a constellation of relevant outcomes to measure[5]. Ratings by program leaders then demonstrated strong consistency in their assessment of the hypothetical clients used in the model. Reliability analyses for OHTS's 14 outcome categories found that 12 had excellent reliability scores, and the remaining 2 categories had good reliability scores.

The OHTS instrument was received with overwhelming enthusiasm and demand by the field—within the first year and a half RTI had over a thousand unique downloads of their tool, and continues to get weekly emails from organizations seeking to implement it.

[5] RTo learn more about the OHTS, see: Cutbush, S. L., Charm, S. B., Tueller, S. J., Krieger, K. E., & Gibbs, D. A. (2021) The outcomes for human trafficking instrument: Validity and reliability testing. Journal of Human Trafficking, 1–12. https://doi.org/10.1080/23322705.2021.1928860

ECPAT -USA

Focuses on awareness, advocacy, policy, and legislation to eliminate the sexual exploitation of children.

Their approach is to move upstream and prevent trafficking before it occurs by educating a range of stakeholders, including young people and children who are living in communities that are at elevated risk of being trafficked, as well as service providers, educators, and businesses.

FRAMEWORK

Short surveys administered before and after training to clearly gauge how much the audience has learned. Questions target specific areas of knowledge. For example, what are the signs of child sex trafficking? Assessments are adapted to the needs of different audiences, such as children, teachers, social workers, or the hotel industry.

OBJECTIVE

In the short-term, test individuals' knowledge gained about trafficking, online exploitation, grooming, and child sexual abuse material. In the long term, see a reduction in trafficking in a community as a result of addressing vulnerabilities.

LIMITATIONS

One is the loss of data, as not all participants complete pre and/or post surveys despite ECPAT-USA offering online and in person survey options. It is also difficult to measure knowledge acquisition about sex trafficking from visitors to ECPAT-USA's website. Similar to other organizations, ECPAT-USA finds measuring the impact of their trainings to be a challenge, as available data captures when a crime happens but not when it is prevented.

SUCCESS METRICS

Some of ECPAT-USA's key outputs and outcomes in 2022 include:

- Conducted Youth Against Child Trafficking (Y-ACT) workshops for approximately 3,000 youth, contributing to lifetime achievement of connecting with 11,000+ young learners.
- Over 1 million hotel associates accessed the **"Your Role in Preventing Human Trafficking"** e-learning available in 17 languages from February 2020 until September 2022.
- Created the "Social Identity Quest," a self-guided program, in collaboration with Hard Rock International and EduNetwork. The program engaged with over 1.1 million youth across the United States. 90% of users completed the program demonstrating considerable growth in knowledge about safe online decision-making.
- Delivered free English and Spanish workshops reaching over 900 parents, guardians, and caregivers across the United States. Over 80% of participants were part of low-income communities, with high participation in Black and Latinx communities. 94% of participants demonstrated a significant increase in knowledge to maintain their children's online safety.

Peace-Work

Part of the "Data for Good Movement." Led by David Corliss, Ph.D., they provide opportunities for data scientists and statisticians to volunteer their technical skills to support the organizations and causes they care about the most.

> Corliss said, "Having a common data platform is going to make organizations work better, increase outreach, and do better scientific studies to find out who and where the victims really are."

FRAMEWORK

Corliss wrote a shared data protocol (see page 62 in the "Tools for Service Providers" section) so people can manage their own data better, and collaborate more widely. He believes that propensity analysis can facilitate determining how many victims are out there (one of the things that are still unclear in the field), since data sharing can reduce the barriers to people coming forward.

At the **2022 International Human Trafficking & Social Justice Conference,** Corliss also advised addressing the following questions when managing data:

1. Data Ownership
    a. Who really owns the data?
    b. What standards should apply in obtaining, protecting, and using data others have given you?
    c. The deeper question is how to address multiple overlapping owners of the same data.
2. Data Privacy
    a. What principles should guide our actions when protecting data?
    b. How to assure data usage is consistent with promises made when it was collected?
    c. The deeper question is how to balance the rights of owners vs. data non-owners who are impacted by how it is used.

3. Data Privacy for Global Organizations
    a. How to protect data across borders from multiple jurisdictions?
    b. The deeper question is how to manage privacy as a social construct that changes across societies and cultures.

Peace-Work recommended collecting the data through the secure Victim Case Management System (VCMS) established by Liberty Shared in 2014 (see **recollectiv.org**). It is a global system that has 18,000 cases from 40 non-governmental organizations (NGOs) to date and supports data sharing and academic research, especially propensity studies. Peace-Work also actively promotes the use of SAS University Edition as a powerful and free analytic tool with extensive statistical, machine learning, and big data capabilities available to researchers.

OBJECTIVE

Provide organizations with the expertise related to data analytics, privacy, and security that they are lacking in their training as social services or religious organizations. This will enable organizations to move from reliance on qualitative (participant stories) to quantitative measures (impact data), and to focus less on outputs (numbers served) and more on outcomes (quantifiable indicators of change) as a measure of success.

LIMITATIONS

As a volunteer-run organization, they can influence but do not have the decision-making power to implement their recommended data protocol, especially at scale.

SUCCESS METRICS

Applying the Peace-Work specific data protocol developed over several years working with organizations who help survivors (and that capture the data) is making an impact and helping create a framework for scaling. Incorporating survivors' voices is essential to making it work efficiently.

Each organization they work with has a different set of metrics that Peace-Work helps them analyze leveraging their data scientist community.

Thames Valley Police

One of the 43 police forces in England and Wales, and the largest non-metropolitan force.

It covers over 2,200 square miles and three counties. They have a point person, Victoria Butler, focused on intelligence work related to modern slavery, human trafficking, and exploitation.

FRAMEWORK

Quarterly infographic (see page 63 in the "Tools for Service Providers" section) that is shared with partners, including local charities, health service providers, local authorities such as the Oxford City Council, and child services. It tracks the type of exploitation (forced labor, sexual exploitation, forced criminality, domestic servitude, and organ harvesting) by demographic categories (age, gender, nationality).

Thames Valley Police has a duty, as a first responder, to refer trafficking suspects to the UK's National Referral Mechanism (NRM) based in the Home Office. NRM is the UK's mechanism for identifying, referring, and supporting potential victims of modern slavery. The system allows first responders to file MS1 reports to the Home Office for trafficking suspects who do not wish to enter the NRM. Thames Valley Police collects NRM data in an excel file for inclusion in their quarterly infographic.

OBJECTIVE

One part is to train the police force (4,000+ officers) and monitor their response to modern slavery and trafficking, including how they are investigating those crimes as well as supporting victims. The other part is working with partners to ensure that there is a multi-agency response to that type of criminality and vulnerability.

Their partnership work is reflected in the **"Researching the extent and nature of Modern Slavery in Oxford"** report produced by the Elmore Community Services charity with commissioning and support from the Oxford City Council.

The report recommended creating "a joint partnership project to engage local partners in data sharing and to provide ongoing mapping, analysis, and insight on the incidence of modern slavery across the city, including risks, threats, and trends. The aim would be to inform prevention, protection, support, and enforcement action. The Thames Valley Police Violence Reduction Unit already leads such a project to reduce the threat, risk, and harm of Class A drug dealing in Oxfordshire. This could be extended to other types of modern slavery exploitation in Oxford City."

LIMITATIONS

The biggest one is the current structure around the NRM, which does not provide enough support to survivors. At that time it started in 2009, and there were only 70 submissions. Last year, the number of referrals was close to 14,000. They are short-staffed, causing delays in making determinations that an individual is a victim of human trafficking or modern slavery which in turn affects their access to support and can be re-traumatizing. Their view on the types of trafficking has not evolved over time, which may affect their determinations. Another limitation is the police officers' ability to spot trafficking victims, which is being addressed through the required training to receive accreditation as a detective.

SUCCESS METRICS

They produce personal data about victims quarterly that looks at how many referrals they receive within certain areas. For example, seeing an increase in exploitation in certain areas, they share that with their partners which includes local charities, the health service, and local authorities. This helps them identify victims and from a police department perspective to look at that data internally and their response to it.

Dressember Foundation

Global fundraising initiative that invites people to wear a dress or tie in December to raise awareness and funds for anti-trafficking programs around the world.

FRAMEWORK

Dressember channels resources to a broad range of partners addressing advocacy, prevention, intervention, and survivor empowerment, understanding that trafficking is an intersectional human rights issue. To assess impact across organizations with such diverse missions, they outlined standard grant reporting questions, including quantitative data (outputs, demographics, and outcomes like decrease in recidivism and increase in income) and qualitative success narratives (see page 70 in "Ideas for Funders" section). These questions also enable them to focus on organizations that are elevating survivor voices and hiring survivors at all levels.

They build flexibility into funding, specifying that 75% of a grant be restricted to programs while 25% is unrestricted. They trust partners to use the unrestricted dollars as needed based on their expertise, including ensuring impact assessment is part of the overall program delivery.

OBJECTIVE

Identify the most impactful organizations doing anti-trafficking work and invest in them financially to help scale their impact, vetting partners annually internally and in collaboration with Dressember's survivor-led Grant Advisory Committee.

Data and stories obtained from partners allow them to adapt to the evolving needs of the anti-trafficking movement, plus mobilize peer-to-peer fundraisers. For example, they developed the Dressember survivor scholarship after learning that education is a barrier for survivors to achieve their top priority of economic empowerment.

Marissa Marx, Senior Director of Partnership & Programs, on one term that the field can standardize:
"How are we defining financial stability? Is it just above the poverty line? Is it $100K? Is it dependent on the state? If we define all these things we'll work smarter, not harder."

LIMITATIONS

Having a consistent look across partners, since each program is so different. One way to address this gap is for partners to use the same language and terminology when talking about anti-trafficking work. Another limitation evidenced in grant applications and reports is that smaller organizations do not have the capacity to hire staff or allow case managers to dedicate time to impact assessment, so they use outside consultants that may be excellent writers but disconnected from the work and survivor-centered language. Lastly, Dressember is well-versed in the nuances of serving victims and survivors of trafficking since they only support this cause, but that perspective may not be possible for other funders that provide resources to address various types of issues.

SUCCESS METRICS

Since 2013, Dressember has raised over $16M for resource programs that address human trafficking systemically. They currently fund 20 partners across 12 countries.

Some of their key outputs and outcomes include:

- 165,480 Supporters from 72 countries, and 21,612 Advocates as of March 2022.
- Average dollar amount raised per Advocate grew from $184 in 2014 to $521 in 2021.
- The Dressember Collective, a group of committed monthly supporters, has grown its membership by +56% and its annual funding by +112% in two years.

The Jensen Project

Unifies nonprofits in the fight against sexual violence through strategic grants and resources focused on three areas: human trafficking, domestic violence, and sexual assault.

FRAMEWORK

The Jensen Project partners with organizations they can fully trust, allowing them to use their own tools and resources as needed and usually fund general operating support. Their program evaluation process involves going through a mutually accepted performance plan (MAPP) which organizations populate at the beginning of the year with their own choice of success metrics, reporting on the MAPP's top three goals on a quarterly basis.

OBJECTIVE

Create a national, unified front to win the fight against sexual violence by providing local organizations in the field funding, resources, and a strategic partner so they can overcome common obstacles. Beyond access to funding, organizations need to know what works and what doesn't, the opportunity to expand their leadership skills and a network of like-minded professionals to get support with staffing, cash flow, fundraising, operations, day-to-day questions, and more. Thus, they convened their GrantTank partners to grow their impact assessment expertise (see page 72 in the "Ideas for Funders" section).

> "One of our main goals is getting more funding and awareness for the cause as a whole. Less than two percent of all funding goes to women's and girls' causes. That is simply not enough. Even with as many service high-quality service providers as there are, there are still not enough resources for them: not enough dollars, not enough training, not enough staff members," said The Jensen Project Executive Director, Lauren Grogan.

LIMITATIONS

Technology, or having a system in place, and consistent staffing are the two areas that keep coming up for GrantTank partners. Dedicated resources and dedicated platforms are key. It can't be an add-on to the responsibilities of a case manager that is already working 60 hours a week. Staff turnover also impacts the continuity of the impact assessment approach, and creates duplication and reporting errors. Furthermore, organizational growth creates challenges as it requires data management to evolve and integrate with other legacy systems.

In addition, as others have mentioned, the ethics of collecting information in general and the various measurements required by multiple funders is a challenge. This is especially critical at a drop-in center where it is not appropriate for the intake staff to immediately ask participants a series of 50 questions. Instead of looking for consistency in impact assessment methods, The Jensen Project would rather clarify how organizations are calculating their percent success rate. When a program claims they have a 100% success rate, it raises the question of whether it is really serving those in need or only those it thinks will graduate. That is why they encourage organizations to lean on others with a proven impact assessment framework that can mentor them in the process.

SUCCESS METRICS

The Jensen Project awarded over 3,200 hours of professional training to selected partners in 2021 and 2022 through their LIFT program. 18 organizations are actively in partnership through the GrantTank program, collectively receiving in excess of $8MM in awarded grants.

Arbor Rising

Funds and supports promising social entrepreneurs so they can grow their ideas into sustainable forces for change. They advised Restore on the creation of its Freedom Index.

FRAMEWORK

Codify and clarify an organization's theory of change first—who are they serving, what outcomes are they hoping to generate, and what programming are they delivering to create change? That is the basis for assessing if the outcomes they are pursuing are clear, plausible, and meaningful enough, and to spend a lot of time on optimizing. Direct feedback from the population served, as was the case for Restore, is also critical to establish the right interventions. Next, Arbor Rising partners with management to identify key metrics - both at the org-wide dashboard and individual contributor level - so that each staff member can have data-informed visibility into what success looks like, as well as the degree to which the team is on the path to achieving success. These metrics can then be reported with transparency, both internally to the board and externally to funders.

OBJECTIVE

Provide unrestricted funding and hundreds of hours of capacity-building consulting support to 10-12 organizations per year to move successfully onto the growth curve. Their grantees are high-potential nonprofits in the New York/New Jersey/Connecticut area, focused on building paths out of poverty, with 1 to 10 years of operating history, 2 to 10 staff members, and an annual budget below $2.5 million. They meet with grantees on average every other week (with homework in between) for up to three years, working together on a series of projects designed to firm up the pillars of nonprofit organizational strength: outcomes orientation, financial management, growth planning, and stakeholder engagement.

> Though many nonprofits in the anti-trafficking space are chronically under-resourced, a mindset shift regarding impact assessment – from an externally-induced burden to an internally-driven optimization process – can help them go from "high potential" to "high-performing".

LIMITATIONS

Arbor Rising co-founder Scott Thomas explains how to achieve the needed mindset shift, "We can harness this intrinsic drive that every staff member of every nonprofit I've worked with has, which is to do a good job. And if you can anchor those employees in the concept that 'you'll know you're doing a good job when these leading indicators are in this range', then instead of being a gotcha moment or a waste of time, they start to see this as the proof that they are excellent at their job. They start to develop the ability to form and test hypotheses about how they could even be better as an individual or as a team. Once you can create that buy-in around what the metrics are and what the value of that data is, after you create the space in their job description, you can create the space for the reflective practice, the crucial practice of talking with your team about what's working and what's not."

SUCCESS METRICS

Since 2009, Arbor Rising has vetted more than a thousand local nonprofits and funded the top 3%, providing millions of dollars and tens of thousands of consulting hours to a select group of exceptional organizations. **Some of their key outputs and outcomes include:**

- Grantees provided deep support to 100,000+ individual children and families.
- 75% of grantees were propelled to meet or exceed standards for outcomes-focused culture within 3 years.
- 67% of grantee graduates have gone on to secure one or more $1+ million funding wins.
- After their engagements conclude, grantees have gone on to raise and deploy more than $300 million dollars in service of promoting opportunity and economic mobility.

Observing these approaches as a whole, one starts to see a level of commonality around the challenges and opportunities for impact assessment in the industry. The common challenges have to do with trauma-informed data collection, staff capacity, building systems that scale, common definitions of success, and ensuring that what gets measured aligns with the expectations of funders.

Thirty percent of nonprofit employees are burnt out, and twenty percent are in danger of burning out, according to a survey conducted by **Opportunity Knocks.** There's a high cost for turnover and in order to effectively do this impact tracking well, staff need to allow time for documentation in their caseloads, and organizations without an impact department need to allow time for impact analysis among the leadership team. Moreover, tracking tools happening on paper pose a data and security risk and add complexity for analysis. People need simple systems that scale, even if it starts with a Google document. Finally, prioritizing this time and these systems not only helps funders trust the management team to fund their operations, but it can also serve as the needed motivation to help staff connect to the bigger picture of their service.

Coming to Consensus

The history of anti-human trafficking efforts is still relatively young.

It wasn't until 2000 that Congress signed the **Victims of Trafficking and Violence Protection Act** into law, representing the beginning of a large-scale, coordinated effort by the United States government to fight human trafficking. The bill that is currently in the Senate to reauthorize the Trafficking Victims Protection Act of 2000 is now called the **"Frederick Douglass Trafficking Victims Prevention and Protection Reauthorization Act of 2022."** As a result, best practices for the frameworks, strategies, and systems of impact assessment across the industry are still in development.

A lack of universal standards or best-practice outcomes can make benchmarking a challenge. Consistent definitions of what success looks like or how to define impact in the anti-trafficking field do not exist, and vary widely based on the type of service each organization provides. For example, different anti-trafficking organizations have different purposes. Outcomes for those who work in prevention/assessing propensity for trafficking are different than those who provide services for survivors and will differ too from those whose role is primarily on the advocacy side of lobbying for a new policy.

While there are limitations, there is an opportunity in the industry for metrics standardization and sharing to better assess impact across global organizations. Anti-trafficking organizations seeking to implement a more

A lack of universal standards or best-practice outcomes can make benchmarking a challenge. Consistent definitions of what success looks like or how to define impact in the anti-trafficking field do not exist, and vary widely.

formal process to measure impact can start by reviewing existing frameworks. It is helpful to then get feedback from both staff and survivors to develop the approach that best fits the quality of care, the organization's capacity, and funder requirements.

Groups like HUD that have defined terms like “permanent health” and “successful exit to safe housing” are establishing core indicators that all organizations can look to for standardization. Additionally, the UN registry indicator and Oxfam also present useful metrics that can help organizations better assess impact guided by best practices. While the industry also faces complex metrics such as “increase in self-esteem” and “overall well-being of survivors” and how to quantify that impact for program assessment and grant funding applications, Restore and RTI’s rating scales, and Freedom Greenlight’s color-coded approach offer quantifiable research amidst these broad categories.

Moreover, industry conveners like the **U.S. Department of Justice’s Office for Victims of Crime (OVC)** can play a bigger role in coordinating standardization. OVC oversees programs and grants for service providers and other professionals who assist victims of crime. As part of their process, they collect metrics from all organizations but do not currently have a process to report back those aggregated metrics or benchmarks on a regular basis. There is a standardization of the types of output data to

Groups like HUD that have defined terms like “permanent health” and “successful exit to safe housing” are establishing core indicators that all organizations can look to for standardization.

be collected (numbers served, demographics including victimization types, number and types of interventions, number, and types of partnerships), but there is not standardization on outcomes, though each grantee reports their outcomes in a narrative-style semi-annual report. Additionally, the organization hosts regular meetings and conferences bringing together leaders across organizations in a way that could be used to start to establish common frameworks and facilitate greater industry cooperation.

One recommendation from this research report is that federal agencies such as OVC consider proposing a common set of success metrics, data collection, and industry reporting that could be used to unite the industry and play a role in establishing a standard.

While a few core frameworks have started to emerge, there is still more work to do to come to a common consensus.

Survivor's Voice

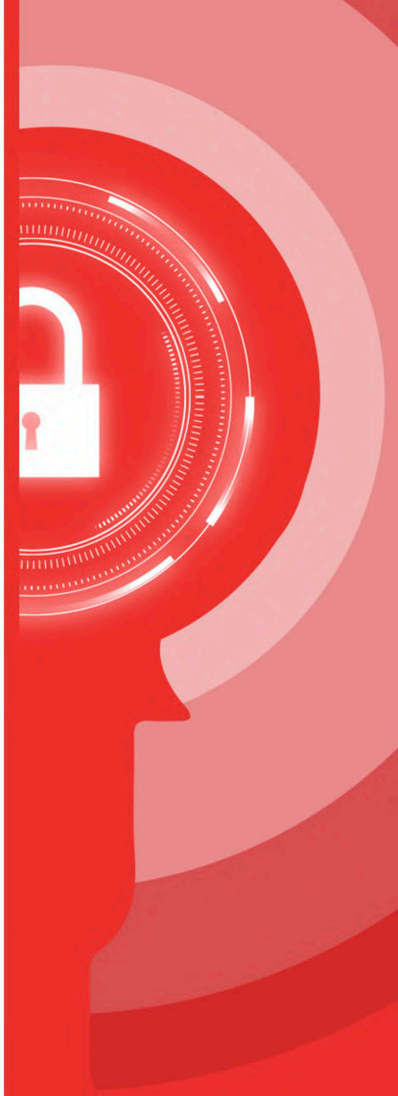
Incorporation of survivors' voices in impact assessment means putting their experiences at the forefront and allowing them to share their experiences.

That feedback can then be used to measure impact and develop an approach to better outcomes for survivors.

“When we engage survivors for the impact assessment process, we always look for ways to ensure that survivors are compensated for their time. We want to honor survivors’ time, energy, and experiences when we ask for feedback,” said Carolyn Liu Lumpkin from CAST.

Organizations that incorporate survivor-led or a survivor voice as part of their review process can really make a difference.

For example, as part of the launch of their Freedom Index (FI), Restore expected 75% of participants in core services to achieve basic stability (FI score 3+) after six months from intake to Restore. Upon consulting with its Survivor Advisory Board regarding this goal, Restore learned this was unrealistic given a lack of resources, the complexity of participants’ needs, and impact of trauma. In response, Restore adjusted its target so the expected FI outcome was reached later, at the 12-month mark (instead of six months). Similarly, RTI convened Survivor Expert Panels in the development of its OHTS instrument to ensure the tool would be applicable to survivors with diverse backgrounds and experiences. Bringing survivor voices into the fold for the terminology and target outcomes means it's informed by the very people whose lives we are trying to impact long-term.



Lori Cohen at ECPAT USA added: “We have a survivor's council that exists within ECPAT USA. We have a staff member who is the sort of staff point person for coordinating them. We have a member on our board of directors who is a survivor, who's really the point of contact with the board and the survivor’s council. It's been a cornerstone of the organization’s work, and also the fact that we have always paid the survivor’s council for their work. So right now there is a survivor's council and they're leading that conversation.”

It’s also important to include trauma-informed care in data collection to ensure emotional safety, choice, and strength for survivors and consider the impact of trauma in their responses. Collecting the needed information while being survivor-centered requires a delicate balance between thoughtful communication with participants and ensuring that organization staff is on board to develop a process that works. For example, working with participants who are in the middle of a crisis, while also asking for data and surveys to be filled out can be challenging. Sometimes keeping surveys short or giving survivors the choice to not provide impact-related information until the crisis is over is the best path.

Survivor voice is also the most powerful testimonial to rally for change.

“I can talk about strategy. I can talk about action plans. I can talk about tactical options, but none of that is going to come close to a victim saying [to police officers] ‘this was my experience.’ This is what happened to me. And this is where you need to do better,” stated Victoria Butler, Thames Valley Police.

The U.S. Department of State’s July 2022 “Trafficking In Persons Report" noted ways survivor voice can inform policy and impact. Organizations such as the International Survivors of Trafficking Advisory Council (ISTAC) consist of 21 survivor leaders from across the Organization for Security and Co-Operation in Europe’s (OSCE) 57 member states, representing a diverse range of expertise and backgrounds. The U.S. Advisory Council on Human Trafficking was established in 2015 from an idea originated by survivors and is the world’s first survivor engagement mechanism of its kind. It created a formal platform for human trafficking survivors to provide input on federal policies and marked a significant breakthrough in the anti-trafficking movement.

In summary, survivors' voices should be included, they should be compensated for their feedback, and data collection can be incorporated into case manager duties to complement their trauma-informed training.

Tools for Service Providers

Service providers seeking to expand, enhance, or even begin developing their impact assessments can look to established tools for guidance. Here are three tools for consideration.

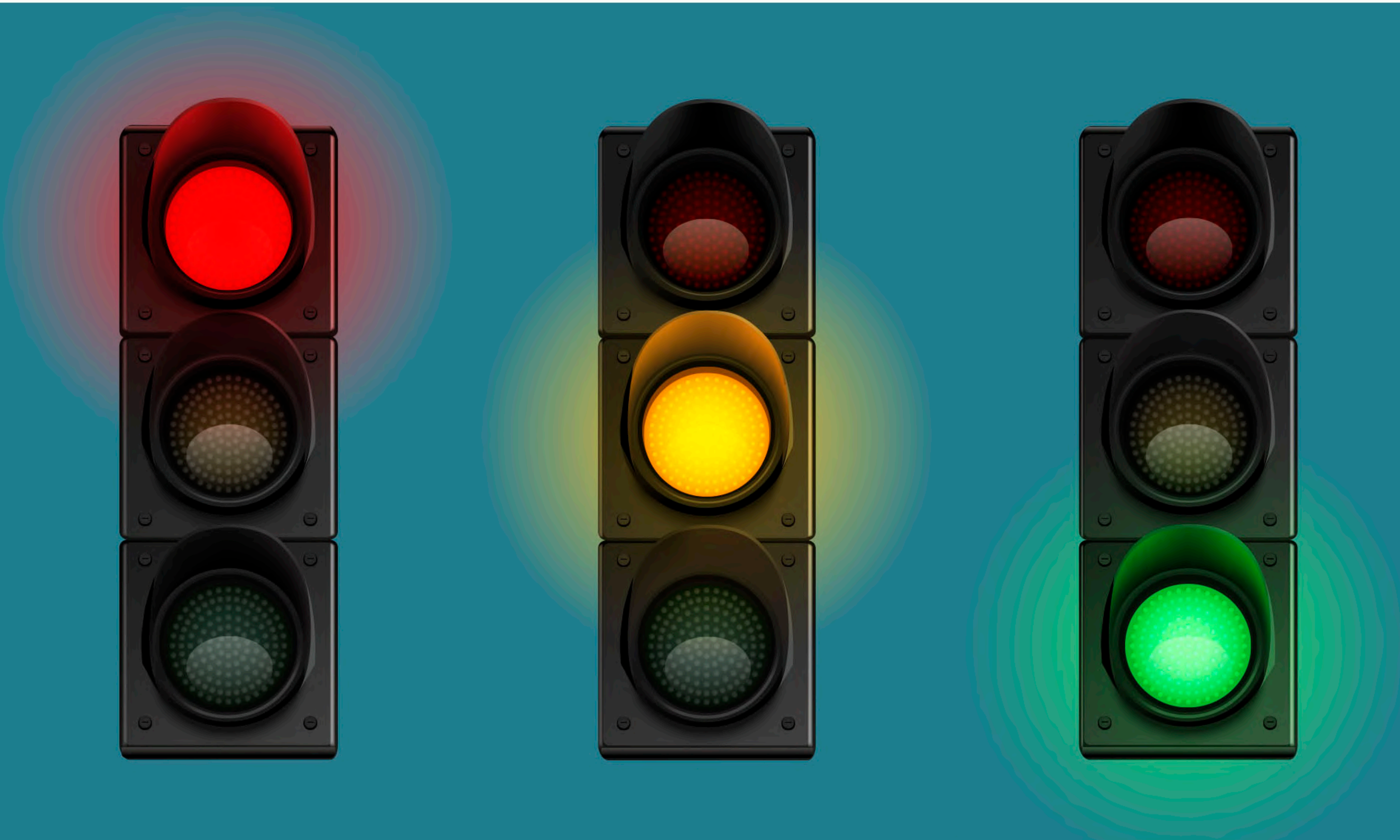
EverFree's Freedom Greenlight: Completed By The Survivor, Discussed With Case Manager

It is an adaptation of the Poverty Stoplight, a tool that aims to help families lift themselves out of poverty used by 316 organizations in 30 countries to date. Using a web- and mobile-based platform, it offers a self-assessment survey and intervention model that enables people to develop practical solutions to overcome their specific needs. EverFree is in the process of validating the tool, and plans to offer other organizations the opportunity to access the platform at no cost due to grant funding.

Freedom Greenlight offers a fresh approach that encompasses the following components:

- Survivors self-diagnose their well-being and identify their main needs and priorities.
- Survivors create their own solutions and action plans to reach their goals.
- Solutions are built upon survivors' agency and ability to create their path forward.
- Allows for partnership with a team of professionals.
- Measures well-being across many dimensions, not just income as one example.
- Organizations can easily tailor the dimensions of the assessment to fit their mission.
- It is not about "extracting" data from participants, instead it is humanized and survivor-cognizant.

The tool asks participants to choose which color-coded statement best represents their current situation:



RED (HIGHLY VULNERABLE)	YELLOW (CUSP OF VULNERABILITY)	GREEN (STRENGTH OR THRIVING)

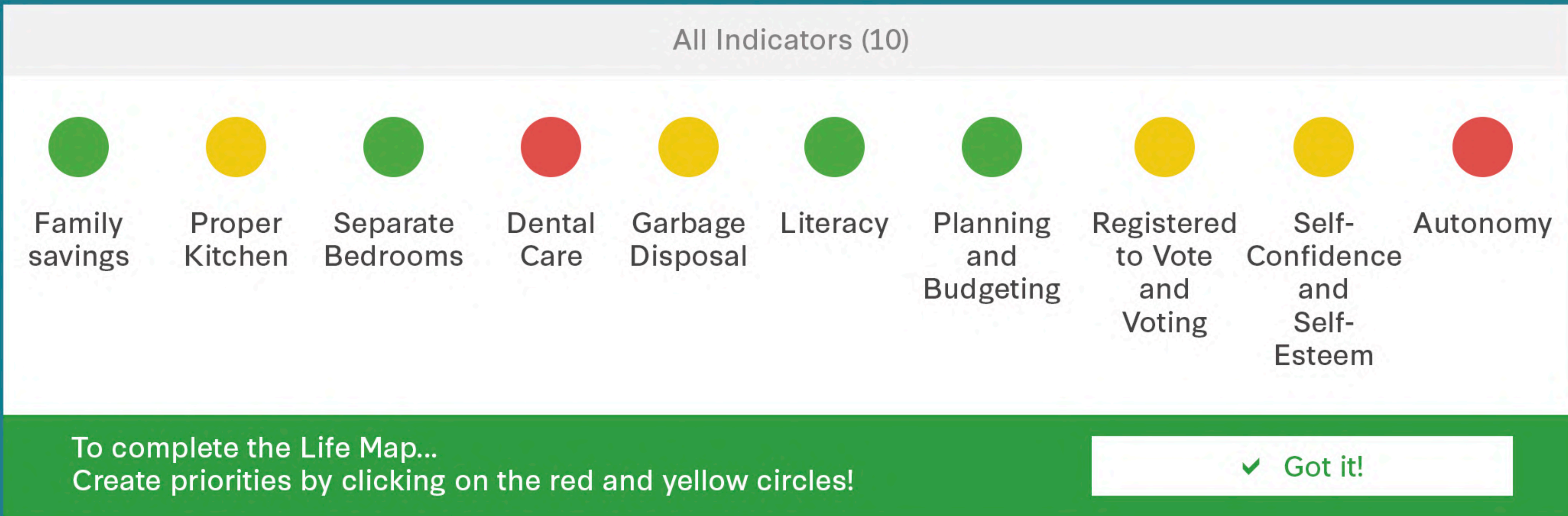
STOPLIGHT INDICATOR EXAMPLE

Once the assessment is completed, participants are shown or sent a text message with a life map dashboard with multiple indicators from which they can choose their case management priorities.

In our household we all have a say and make decisions. Everyone can make decisions for themselves.

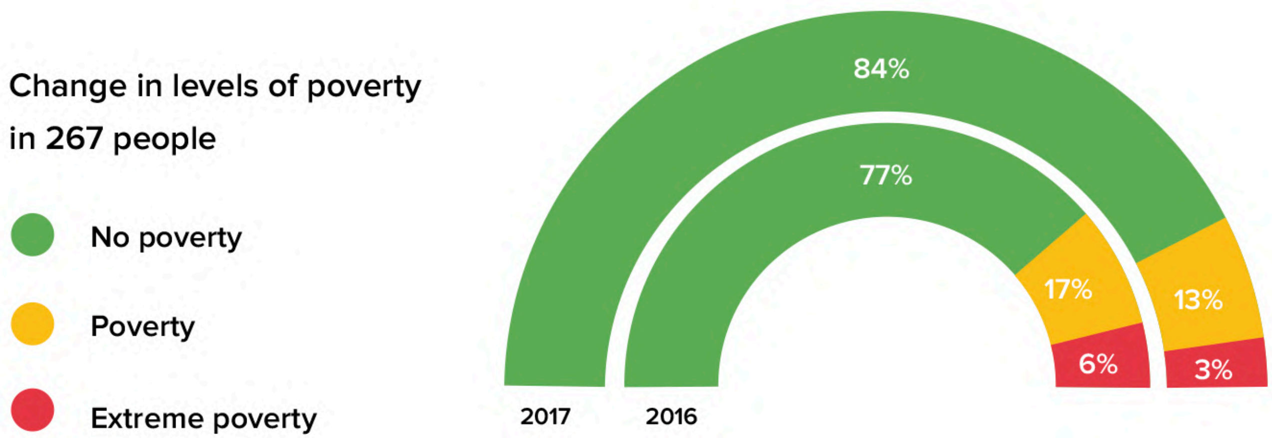
Only some members of our household take charge; they don't listen to others even when things affect others directly.

In our household only one person is in charge of everything.



STOPLIGHT DASHBOARD FOR EVALUATION

Assessments are aggregated to assess overall organizational progress toward outcomes:



"Our goal with this assessment tool is that across six different domains survivors self-assess their well-being and the priorities that they want to work on. And in an ideal world that would feed directly into a case plan and a case management system, so that we could ensure that our case plans are informed by the stated needs of survivors," said Kelsey Morgan of Freedom Greenlight.

These six areas of assessment are used to drive toward their overarching goal which is lasting freedom for survivors. Lasting freedom encompasses ideas such as being free from harm, being healthy, having safe housing, and a supportive network to help these people overcome some of their biggest challenges: stigmatization and reintegration into society. It also enables them to garner crucial support from the community and frontline responders.

RTI's Outcomes for Human Trafficking Survivors (OHTS) Instrument: Completed By Case Manager Without Direct Survivor Input

Developed by a team of research scientists at RTI International to help programs serving survivors of human trafficking inform data-driven program development, build knowledge about interventions, identify resource gaps, and communicate successes to stakeholders and funders. It is programmed in Microsoft® Excel® to facilitate scoring, data management, and data visualization. Organizations can **download the Outcomes for Human Trafficking Survivors Instrument**[6] at no cost. It is accompanied by the **Outcomes for Human Trafficking Survivors: Development Brief**[7] and the **Outcomes for Human Trafficking Survivors: User Guide**[8], which outline the considerations needed for implementation by an organization, including basic staff training.

The starting point for its development was a practice-based assessment from CAST, a key partner in the process of refining the instrument. During RTI's development and testing, the research team incorporated feedback from service providers, researchers, and survivors to iteratively improve the instrument in the following areas:

- It has content validity, resulting in 14 comprehensive outcome categories that ensure the OHTS measures what it is intended to measure.
- Its scoring represents the range of survivor experiences, captures meaningful increments of change and is trauma-informed and strengths-based.
- Its design makes it easy to enter data and produce scores. Data is collected by case managers (ideally at intake and every three months), eliminating participant burden.
- It offers reliability and concurrent validity, consistently measuring outcomes over time among survivors, even when administered by different case managers.

[6] RTI International. (2020). Outcomes for Human Trafficking Survivors Instrument. Research Triangle Park, NC.
[7] RTI International. (2020). Outcomes for Human Trafficking Survivors: Development brief. Research Triangle Park, NC.
[8] RTI International. (2020). Outcomes for human trafficking survivors: User guide. Research Triangle Park, NC.

The **OHTS includes three data visualizations** to graphically present the data entered: Client Single Assessment Summary, Client Multiple Assessment Summary, and Program-Level Summary. Unfortunately, its visualization functions are not currently operational in Excel for Mac/iOS, but the data can be saved as .csv files for import into statistical packages such as IBM SPSS®, STATA®, or SAS® to support more sophisticated client- and program-level analyses.

OHTS Data Entry Tool (Only Two Outcome Categories Shown)

RTI INTERNATIONAL

Outcomes for Human Trafficking Survivors

Client ID: ☐

Date Completed: ☐

Client Priority Goals

Number of priority goals:

Average priority goal rating:

Add Status Record | Clear Inputs

Outcome Categories	Check the one box within each row that best applies to the client at this point in time.					Intentionally Skipped
Behavioral Health *Behavioral health* may include mental health, emotional health, and substance use. ☐ Client priority goal	☐ Behavioral health issues seriously affect daily functioning	☐ Behavioral health issues moderately affect daily functioning	☐ Behavioral health issues mildly affect daily functioning	☐ Behavioral health issues mildly and rarely affect daily functioning	☐ Behavioral health issues do not affect, or minimally affect, daily functioning	☐
Summary Rating: ☐ ☐ Don't know	☐ Relies primarily on coping strategies that make one vulnerable and unsafe	☐ Limited use of healthy coping or harm reduction strategies; frequent use of unhealthy strategies	☐ Alternates among use of healthy coping, harm reduction, and unhealthy strategies	☐ Frequent use of healthy coping strategies; limited use of harm reduction or unhealthy strategies	☐ Relies primarily on healthy coping strategies; takes steps to implement self-care	☐
Physical Health *Physical health* includes physical, sexual, reproductive, vision and dental health.	☐ Health issues seriously affect daily functioning	☐ Health issues moderately affect daily functioning	☐ Health issues mildly affect daily functioning	☐ Health issues mildly and rarely affect daily functioning	☐ Health issues do not affect, or minimally affect, daily functioning	☐
Do not include behavioral health issues, including substance use, when rating a client in this category; behavioral health issues affecting the client should be included within the behavioral health category. ☐ Client priority goal	☐ No treatment or significant gaps in treatment and management of health issues	☐ Health issues occasionally treated and managed	☐ Health issues usually treated and managed	☐ Health issues consistently treated and managed	☐ Health issues proactively treated and managed	☐
Summary Rating: ☐	☐ Does not understand basic health needs	☐ Limited understanding of basic health needs	☐ Understands basic health needs	☐ Understands how to maintain health; can locate additional information as needed	☐ Understands how to maintain and improve health; can locate additional information as needed	☐
☐ Don't know	☐ No access to health care or access through ER only	☐ Limited access to health care	☐ Access to basic health care	☐ Access to basic health care and additional needed services (e.g. vision, dental)	☐ Consistent and reliable access to basic health care and additional needed services (e.g. vision, dental)	☐

OHTS Data Visualizations

The Client Single Assessment Summary provides summary data on the outcomes for an individual client on the selected date of assessment. This summary may assist in identifying areas in which the client is doing well or experiencing challenges. Please note that data visualization for minor clients who reach age 18 during engagement with the program will require careful interpretation from case managers for select outcomes (e.g., Housing, Education).

RTI INTERNATIONAL

Client Single Assessment Summary – Rating by Outcome Category

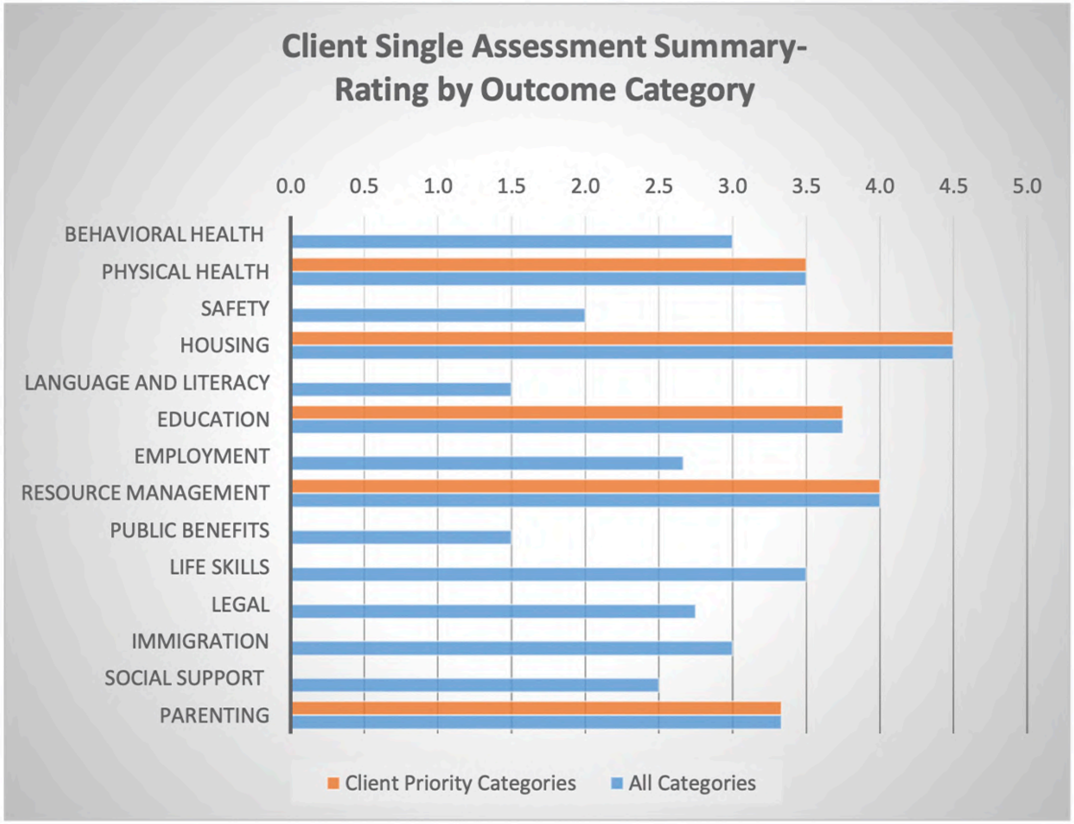
Client ID 3

Record Date 2/15/2018

	All Categories	Client Priority Categories
Average rating	3.0	3.8
Range	1.5 to 4.5	3.3 to 4.5

Outcome Category	Summary Rating
Behavioral Health	3.0
Physical Health	3.5 *
Safety	2.0
Housing	4.5 *
Language and Literacy	1.5
Education	3.8 *
Employment	2.7
Resource Management	4.0 *
Public Benefits	1.5
Life Skills	3.5
Legal	2.8
Immigration	3.0
Social Support	2.5
Parenting	3.3 *

* Indicates client-identified priority category

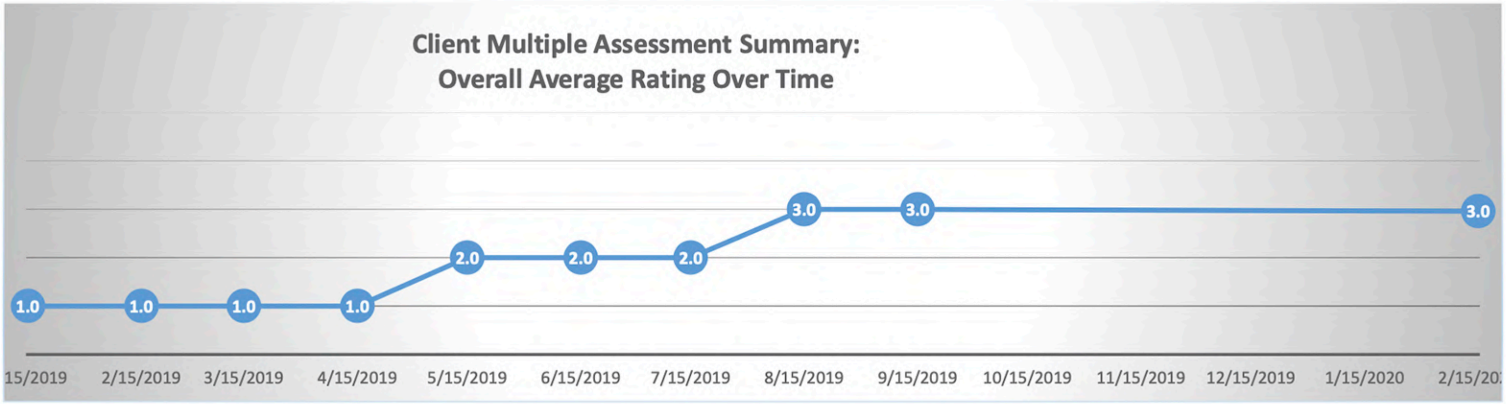


The Client Multiple Assessment Summary provides summary data on the outcomes for an individual client on multiple selected dates of assessment over time. This summary may assist in identifying areas in which the client is doing well or experiencing challenges over time.

RTI INTERNATIONAL

Client Multiple Assessment Summary- Average Ratings over Time

Client ID 2



Client Summary Ratings by Outcome Categories

Outcome Category	**1/15/2019**	**2/15/2019**	**3/15/2019**	**4/15/2019**	**5/15/2019**	**6/15/2019**	**7/15/2019**	**8/15/2019**	**9/15/2019**	**2/15/2020**
Behavioral Health	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	3.0
Physical Health	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	3.5 *
Safety	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	2.0
Housing	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	4.5 *
Language and Literacy	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	1.5
Education	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	3.8 *
Employment	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	2.7
Resource Management	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	4.0 *
Public Benefits	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	1.5
Life Skills	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	3.5
Legal	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	2.8
Immigration	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	3.0
Social Support	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	2.5
Parenting	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	3.3
OVERALL Average	1.0	1.0	1.0	1.0	2.0	2.0	2.0	3.0	3.0	3.0

Note: This display can show summaries of a maximum of ten assessments. If this client's record includes more than ten assessments, the summary will show the first assessment followed by the nine most recent assessments.

The Program-Level Summary provides summary data on the most recent rating for all clients with assessments during the chosen date range. This tool may help you understand average outcome ratings across all clients and document program impact.

Program-Level Summary – Average Summary Ratings Across Clients by Outcome Category

Includes the most recent assessment for each client seen during the selected date range.

	Input Start Date		Input End Date
Date range	1/1/2019	to	1/1/2020
Number of clients	5		
Average rating	2.8		
Range	2.2 to 3.3		

Outcome Category	Average Summary Rating
Behavioral Health	2.2
Physical Health	2.8
Safety	3.0
Housing	3.3
Language and Literacy	3.1
Education	2.5
Employment	3.2
Resource Management	2.5
Public Benefits	3.0
Life Skills	3.0
Legal	3.0
Immigration	2.8
Social Support	2.5
Parenting	2.2

Restore's Freedom Index (FI): Completed By Case Manager With Direct Survivor Input

Developed by Restore with consultation from Arbor Rising, with the internal purpose of ensuring that the organization delivers effective and quality services. This tool enables Restore staff and leadership to define freedom, monitor progress, and view participants in a holistic way. Data collection and reporting is part of Restore's Social Solutions case management system, which allows users to export data to Microsoft® Excel® for more sophisticated data visualization.

It was designed in line with the following considerations:

- Measures focused on five domains that correlate to the organization's three programs: Housing, Economic Empowerment, and Client Services.
- Scoring definitions that represent the range of program staff observations regarding survivors' situations, and capture meaningful increments of change.
- Assessment questions allow participants to self-report to case managers their status in each of the five domains at intake to Restore and every six months thereafter across a 3-year period or for as long as a participant is enrolled in core services. Restore's impact staff determines FI scores for each domain on a scale from 1 to 5 based on participants' answers, with 1 indicating a crisis and 5 indicating the highest level of independence (see details below).
- Data collection process is trauma-informed and strengths-based; participants have the option to decline participation, which is also tracked as part of the process.
- Incorporated into Restore's case management system for program leaders and staff to view FI scores alongside other client-related data, facilitating the process of connecting participants to all the services and providers that will enhance their ability to attain and sustain freedom.

FI Scoring Key And Assessment Questions

Restore NYC Freedom Index (FY21)					
	1 - In Crisis / Highly Vulnerable	**2 - Making Progress**	**3 - Basic Stability (12-mo target)**	**4 - Freedom**	**5 -Independence (24-mo target)**
Housing: To what extent does the participant have a stable place to live?					
Housing Stability	(Homeless / couch surfing / in shelter AND living in 2 or more places in the past 90 days) **OR** living with trafficker **OR** incarcerated	(Homeless / couch surfing / in shelter BUT living in one location for 90+ days) **OR** living in transitional housing for <90 days	In transitional housing for 90+ days **OR** In independent living for <90 days (including via Flexible Funding or Rapid Rehousing)	Living independently in the community for 90+ days (including via Flexible Funding or Rapid Rehousing) with no meaningful gaps (>2 weeks)	Maintains stability rating of 4 for more than 1 year AND has not requested flexible funding for 3+ months

"In shelter" refers to short-term general population shelter, i.e., those without specialized programming or interventions; "transitional housing" refers to any medium-/long-term specialized housing intervention with specific programming intended to graduate residents into independent living (i.e., Restore transitional home) and could include domestic violence shelters and/or specialized "tracks" available to city shelter residents. "Independent living" could including living with family/friends rent-free so long as the arrangement is understood to be long-term.

Assessment tool for Housing Stability includes the following questions (staff administer):

- **What is your current housing status?** Homeless / Supportive Housing / Community Dwelling / Incarcerated
- **Is the client currently living with trafficker(s) or abuser(s)?** Yes / No
- **In the past 3 months, how many times have you moved?** ____
- **Date of most recent move**: ___/___/____

Jobs: To what extent is the participant earning a living wage through safe and secure jobs?					
Security	Unemployed **OR** In exploitive work (evidenced by red flags)	Working <10 hours per week in non-exploitative work **OR** Working for <30 days in non-exploitative work **OR** (Working in both non-exploitative AND exploitative work [evidence by red flags])	Working between 10 and 19 hours per week for 30+ days in non-exploitative work **OR** Working 20+ hours per week in non-exploitative work for <90 days **OR** Client does not want to look for work and reports support	Working 20+ hours per week in non-exploitative work for 90+ days with minimal gaps (<2-week increments)	Maintains Job Security rating of 4 for more than 1 year
Living Wages	No wages	([Blended] hourly wage < minimum wage per hour AND annualized earnings projected below $15,000) **OR** If Client does not want to look for work and reports support, support is < $250/week	([Blended] hourly wage < minimum wage per hour AND annualized earnings projected at or above $15,000) **OR** ([Blended] hourly wage ≥ minimum wage per hour AND annualized earnings projected below $15,000) **OR** If Client does not want to look for work and reports support, support is ≥ $250/week	([Blended] hourly wage ≥ minimum wage per hour AND annualized earnings projected at $15,000 or above)	(Maintain living wages rating of 4 for more than 1 year AND annualized earnings projected ≥ than $25,000)

Exploitive work = red flags; evidence of force, fraud, coercion (trafficking criteria); exploitation of vulnerabilities (UN criteria); under the table work where wages may be below minimum

See New York State's Minimum Wage. Blended hourly wage calculation (if multiple jobs): prorate wage by % of total hours; Annualized earnings calculation: if < 30 hrs = hourly wage * $1000; if ≥ 30 hours = hourly wage * $2000; if multiple jobs, multiply blended hourly wage by $1000 or $2000 based on the total hours worked across all jobs.

Example: client has job 1 with 10 hours at $20/hour and job 2 with 5 hours at $15/hour. Total number of hours worked at all jobs: 10+5 = 15; Blended hourly wage: (($20*10)+($15*5))/(10+5) = $18.33; Annualized earnings = $18.33 * 1,000 (works < 30 hrs in total) = $18,333

Assessment tool for job security and living wages includes the following seven questions (staff administer):

(1) **What is your current job status?** Safe Work / Unsafe Work** / Unemployed, looking for work / Unemployed, not looking for work

**Anything that signals "red flags" for potential trafficking (Counselor advocates assess using a red flag checklist)

(2) **Initial Restore job placement date: ______________**

(3) **For each job, we document the following:**

a. **Job status:** Job start / Job advancement / Demotion, wage or hour decrease
   i. **If job advancement, check off what type(s) of advancement:** Wage Increase / Hour Increase / Promotion / Other
   ii. **If Demotion, wage or hour decrease, check off:** Wage Decrease / Hour Decrease / Demotion / Other

b. **Job title (If having >1 jobs, reporting the following info. for each job); Start date and End date**

c. **Sector (a checklist will be popped up in Apricot)**

d. **How did the client find the job?** On their own / By Restore / Other: ___________

e. **How many hours does the client work per week?** ________

f. **Hourly rate without tips:** $_______/hr

g. **Tips per week**: $_______/week

(4) (Ask if "Unemployed, not looking for work") **Client's source(s) of support to meet basic needs:** Partner or Family Member / Government Benefits / Education Scholarship / Other ________

(5) (Ask if "Unemployed, not looking for work") **Total financial support from the source(s) indicated above:** Support is >= $250 / Support is >= $250 / Other: _____________

Well-being: To what extent does the participant have a strong foundation of mental well-being and safety?					
Mental Well-Being	(SF-12 <40 AND has not accessed or been informed of mental well-being/ emotional care within past year)	(SF-12 score <40 AND has access to mental well-being/ emotional care including counseling/case management)	SF-12 score between 40 and 44	SF-12 score ≥ 45	Maintains mental well-being rating of 4 for more than 1 year
Do not round SF-12 scores. "Has access" means that client has contacted or has knowledge of how to contact mental-health service provider, including anti-trafficking organizations. **Assessment tool for mental well-being is the SF-12 (four-week recall, client self-report)** The measure contains 12 questions covering physical and mental health, and we will take the mental health score for mental well-being.					
Safety	When asked "In general how safe have you felt over the past month?", participant responds "I have always felt unsafe (1)" **OR** ("I have often felt unsafe (2)" AND has not created a safety plan)	(When asked "In general how safe have you felt over the past month?", participant responds "I have often felt unsafe (2)" AND has created a safety plan) **OR** "I have sometimes felt safe sometimes felt unsafe (3)"	(When asked "In general how safe have you felt over the past month?", participant responds "I have often felt safe (4)" AND the reason for feeling unsafe is due to fear of abuser(s) and/or trafficker(s), housing, or exploitation in the workplace)	(When asked "In general how safe have you felt over the past month?", participant responds "I have often felt safe (4)" AND the reason for feeling unsafe is NOT due to fear of abuser(s) and/or trafficker(s), housing, or exploitation in the workplace) **OR** "I have always felt safe (5)	Maintains safety rating of 4 for more than 1 year

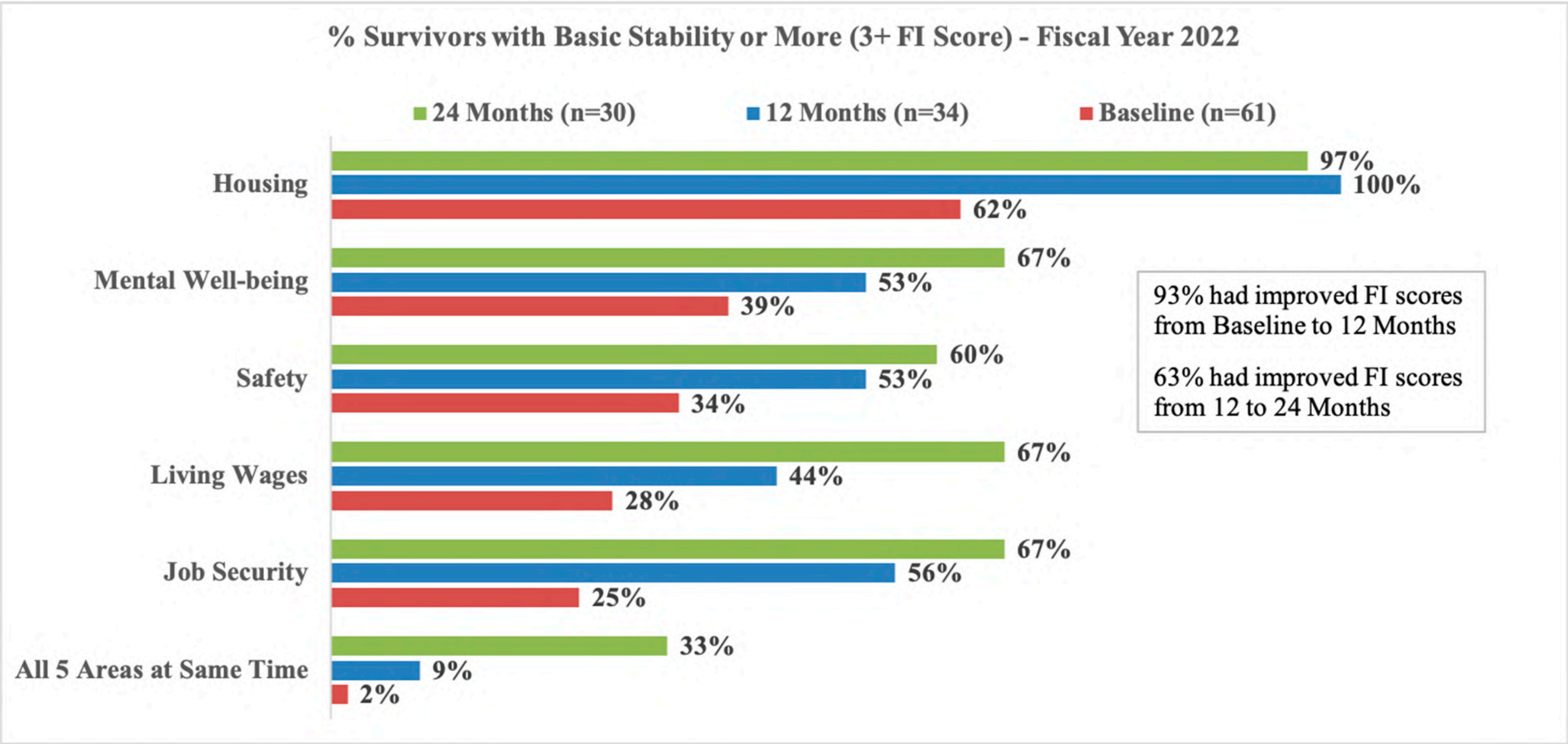
Assessment tool for safety is a single item with two follow-up items (client self-report):

(1) **In general, how safe have you felt over the past month?** 1 = I have always felt unsafe / 2= I have often felt unsafe / 3 = I have sometimes felt safe but sometimes felt unsafe / 4 = I have often felt safe / 5 = I have always felt safe

(2) (Skip if "5") **Have any of the following made you feel unsafe?** (Check all that apply): Abuser(s) and/or trafficker(s) / The place I currently live / The place I currently work / Current immigration status / Employment concerns or financial insecurity / Health-related concerns / Law enforcement (e.g., ICE, NYPD) / Other: ____________________

(3) (Skip if "5") **Would you like to work with a Restore staff to create a safety plan?** Yes / No

Data visualizations align with outcome targets that 75% of participants in core services achieve improvement in all five areas at 12 months vs. intake and at 24 months vs. 12 months:



These are just three frameworks that demonstrate the types of tools and technology used by service providers for impact tracking. Other organizations mentioned by interviewees as good benchmarks for impact assessment include ***Real Escape from the Sex Trade*** *(REST) in Seattle and* ***Annie Cannons in the Bay Area.*** *Smaller organizations considering implementing an outcomes tracking system can look to Dressember's grantee* ***youthSpark in Atlanta.***

YouthSpark has been able to prove the value of having their own in-house data management system for working with at-risk youth coming out of the juvenile court system. They share their metrics dashboard with their court partners and funders, justifying the outcomes tracked by their data management system. In addition to clearly defining terms such as what constitutes client stability, they specify the frequency of data analysis (60 days) and incorporate trauma assessments in outcome tracking. Whatever the tool, a conscious commitment of time and resources for impact assessment can mean all the difference.

Consultants and University Partners

A number of the leaders we interviewed recommended or had worked with the following consultants to help them establish scalable impact assessment tools for their organizations:

- Restore worked with Dr. Rebecca Macy and Dr. Christopher Wretman at the University of North Carolina, Chapel Hill, as well as **Arbor Rising.**
- Arbor Rising grantees follow **Project Evident** in Boston; they run some cohorts and produce some publications.
- CAST has used **Blue Garnet** for strategic planning, and the KPI process.
- EverFree has a strong partnership with the **University of California, Irvine**. And Katie Rootlieb from the nonprofit incubator Good Made Strong helped them establish their Measurement, Evaluation, and Learning (MEL) system.
- ECPAT-USA received assistance from students at Yale University's statistics program.
- The Jensen Project engaged former Restore Executive Director Amanda Eckhardt, Ph.D.

OVC's Action Research Toolkit

The Office for Victims of Crime (OVC) Training & Technical Assistance Center (TTAC) is a group that aims to support building the capacity of victim assistance organizations across the U.S. in three primary ways: training and technical assistance, leveraging tools to assist various constituencies, and monitoring customer satisfaction and measuring the effectiveness of their training and technical assistance activities over time.

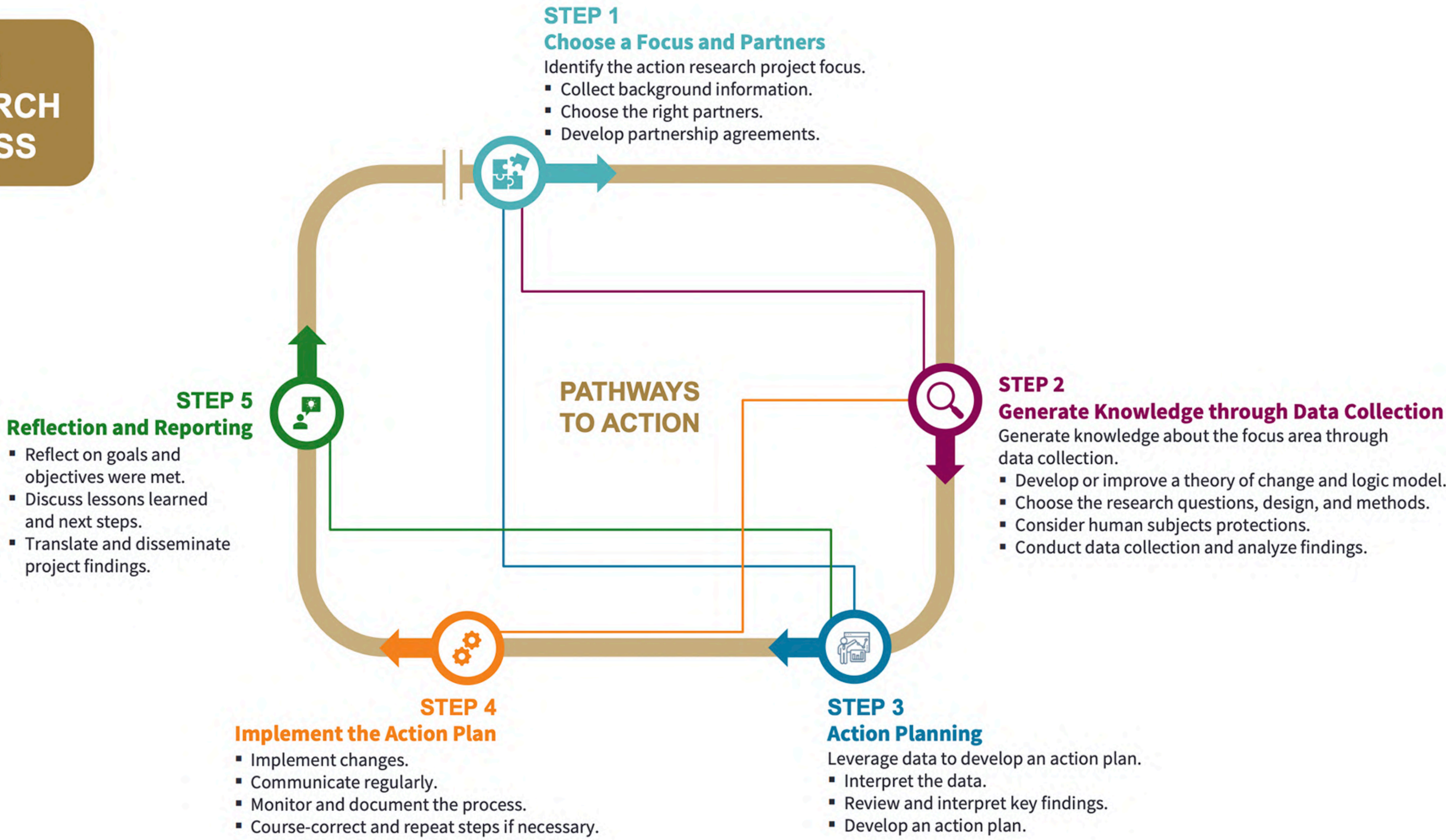
The purpose of the OVC TTAC's **Action Research Toolkit** is to provide information, strategies, tools, and other resources to help organizations and programs understand and conduct action research. "Action research focuses on solving the micro-challenges that organizations face with any project implementation. It is like course-correcting as we drive down the road, not waiting until we arrive at the wrong destination to realize we were off course," said the report.

Action research has a unique approach that includes values and goals such as:

- The purpose is to increase knowledge and understanding and improve a program, practice, or policy.
- Collaborative decision-making takes place throughout the research process.
- There is mutual ownership of the project.
- Research questions often originate from the organization or program and highlight the strengths of an organization or program.
- This research typically looks for a solution to a specific problem.
- The research design may evolve continuously as the team collects more data.

Action research is dynamic and adaptable and can provide immediate feedback that leads to data-driven solutions. The next chart outlines the 5-step action research process. Details of how to approach each step are **outlined in their toolkit.**

ACTION RESEARCH PROCESS



They also note in their toolkit that there are a variety of software packages to support organizational efforts to identify and summarize key KPIs, including Excel charts, graphs, and pivot tables, SPSS, SAS and Stata. Statistical software packages are another option for running more rigorous statistical tests. For quantitative data, it provides evidence the action research team can use to make decisions on how to improve the program, better serve clients, and justify funding. For qualitative data, a research team can develop a codebook with code names and definitions such as: Challenge_Sharing: The task force cannot share certain types of case information (i.e., without violating victim confidentiality, jurisdictional issues).

Standardized Data Collection for Prevention and Protection Efforts

Peace-Work Data Protocol

Fields to Collect	Format
First Name	Text 40
Surname	Text 40
Street Address	Text 40
City	Text 40
State / Province	Text 20
Country	Text 20
Primary Language	Text 40
Race / Ethnicity	W/BIPOC/A/Self-Describe
Race / Ethnicity Text	Text 20
Gender	M/F/B/Q/Self-Describe
Gender Text	Text 20
Trans-Gender	Y/N
Interview date	MM/DD/YYYY
Interviewer Name	Text 60
Interviewer Organization	Text 40

Fields to Collect	Format
Sex Trafficking - Start Date	MM/YY
Sex Trafficking - End Date	MM/YY
Sex Trafficking – dates	MM/YY
Domestic Servitude - Start date	MM/YY
Domestic Servitude - End date	MM/YY
Labor Trafficking - Start date	MM/YY
Labor Trafficking - End date	MM/YY
Debt Trafficking	Y/N
Immigrant	Y/N
Payment in Cash	Y/N
Payment in Drugs	Y/N
Payment – Expenses	Y/N
Other crime - yes / no	Y/N
Other Crime Text	Text 10
Consent – Date Received	MM/YY

INTERNATIONAL HUMAN TRAFFICKING & SOCIAL JUSTICE CONFERENCE

Peace-Work

Thames Valley Police Quarterly Infographic:
Potential Cases of Modern Slavery for Oxford from April 2019 to September 2020

These figures update the detailed case-level data in the study data set (April 2016-April 2019) Because of missing data for one quarter, the percentages for each type of exploitation are calculated on the basis of the 4 quarters from October 2019 to September 2020

Dates	Type of exploitation (NRM referrals only)					Gender (NRM cases)		NRM referrals		MS1 submissions	Age range	Nationalities
	Total Cases	Forced Labour	Sexual Exploitation	Forced Criminality	Domestic Servitude	Male	Female	18 or over	Under 18			
July-Sept 2020	11	2	0	8	0	9	2	7	4	6	16-25	Albanian, British, Cuban, Indian
April-June 2020	13	0	4	9	0	7	6	5	8	8	14-48	Albanian, British, Kenyan, Romanian
Jan-March 2020	11	3	3	4	1	6	5	9	2	5	16-58	Albanian, Australian, Bangladeshi, Belgian, British, Burmese, Chinese, Iranian, Jordanian, Kenyan
Oct-Dec 2019	19	5	1	11	2	16	3	10	9	3	13-49	Albanian, British, Eritrean, Kenyan, Nigerian
Total for year	54	10	8	32	3	38	16	31	23	22	13-58	
								54				
% of all cases		19%	15%	60%	6%	70%	30%					
July-Sept 2019 – not available												
April-June 2019	8	3	0	5	0	7	1	6	2	2	17-40	Albanian, British, Egyptian, Iranian, Vietnamese

NB: TVP figures for type of exploitation, gender and age refer only to NRM referrals, and not MS1 submissions. This is in contrast to the rest of the study where MS1 submissions are included in the figures.

Ideas for Funders

For donors or funders, the most important part of impact assessment is to have the knowledge that gives them confidence about the organizations they support and alignment with their values. Below are some of the questions to be asking, an overview of best practices, and leading indicators of the good your money can do.

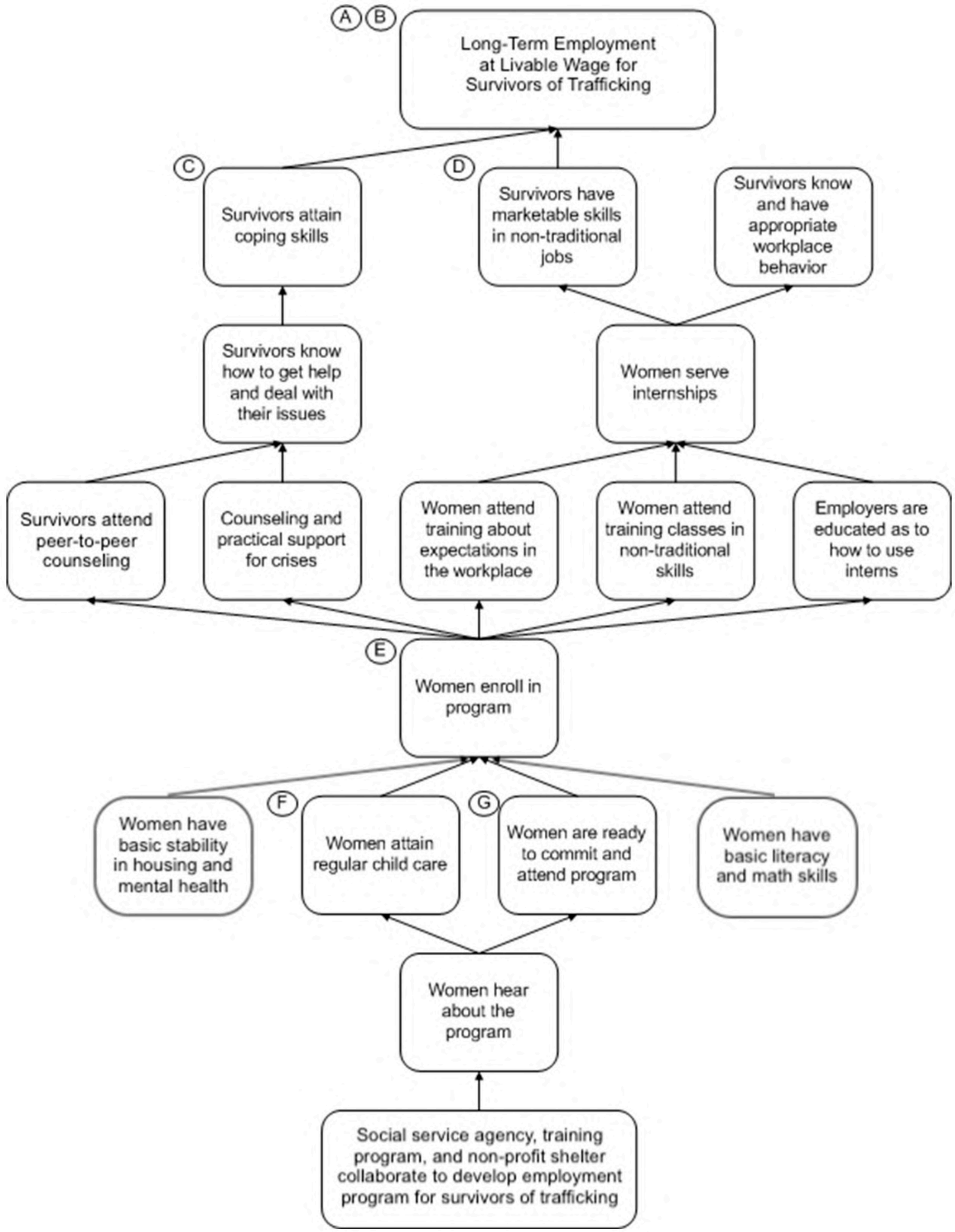
1 Review Organizations' Theory of Change

One of the most commonly used approaches to measuring social impact is the Theory of Change (TOC). **Donorbox** explains that the Theory of Change looks at why and how a desired change can happen in a particular context. It sets out to connect what a nonprofit/program does (the activities) and its desired goals (the impact/outcome).

The Center for **TOC explains** it this way: "It is focused in particular on mapping out or 'filling in' what has been described as the 'missing middle' between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then working back from these to identify all the conditions (outcomes) that must be in place (and how these relate to one another causally) for the goals to occur. These are all mapped out in an Outcomes Framework. The Outcomes Framework then provides the basis for identifying what type of activity or intervention will lead to the outcomes identified as preconditions for achieving the long-term goal."

The visual sample of an Outcomes Framework on the next page, adapted from an example provided by the Center for TOC, helps explain the process and approach. To complete the framework, the preconditions are fleshed out all the way back to the initial condition—a group of organizations partnering to develop employment programs for survivors of trafficking. Explaining all the conditions and assumptions required for "women to enroll in a program" is also critical as they need to match the partners' capacity and resources, such as the services they can provide to support participants in the training, and the type of curriculum offered. Thus, this framework includes screening for basic stability in housing and mental health, access to childcare, readiness to commit, and literacy and math skills.

Outcomes Framework Sample



Identify How Outcomes Align With The Logic Model

Community Tool Box describes the logic model as "a picture of how your effort or initiative is supposed to work. It explains why your strategy is a good solution to the problem at hand. Effective logic models make an explicit, often visual, statement of the activities that will bring about change and the results you expect to see for the community and its people."

The model helps participants move in the same direction by standardizing with a common language. The logic model is also named a road map or blueprint for change.

According to the U.S. Department of Health and Human Services **"Logic Model Tip Sheet"** and **OVC's Action Research Toolkit,** logic models include four components:

- **Inputs** are the various resources available to support the program (e.g., staff, materials, curricula, funding, equipment)
- **Activities** are the action components of the program (e.g. develop or select a curriculum, write a plan, implement a curriculum, train educators, and pull together a coalition). These are sometimes referred to as process objectives.
- **Outputs** are the amount and characteristics of services and participants engaged by the program (e.g. number and demographics of participants served).
- **Outcomes** are the intended accomplishments of the program. They include short-term, intermediate, and long-term or distal outcomes.

“It’s important to create a logic model first and identify what your outcomes are, what you are trying to achieve,” said Carolyn Liu Lumpkin of CAST. She added, “We learn from our outcomes and use that to revise our programming to strengthen our services and positive outcomes for survivors.”

Inputs	Activities	Outputs	Outcomes/Impacts
Resources that support the program. Examples: Funding, staff, volunteers, pro bono attorneys, office space, software, partnerships.	Activities that the program conducts with the resources. Examples: Services, events, tools, technology.	Products provided by the program. Examples: Number of clients served, intakes, referrals, services provided, outreach activities, and calls to a hotline; types of clients, services, referrals, and calls to a hotline.	Results of the activities, services, or products (short-term, intermediate, or long-term changes). Examples: Increased use of services, peer support, and community programs; increased satisfaction with services received and self-sufficiency; improved employment, job readiness, or mental health.

Standardize Grant Report Criteria

Setting forth a clear set of criteria for your evaluation of grantees is a great way to set expectations and ensure you get data that supports your fund's requirements. For example, Dressember has a very clear list of what grant reports must include:

1. Scope Update: Provide a snapshot of the portion of the project to which this particular report applies. What were the key objectives for this period? How were the grant funds used? What is the summary view of success and challenges for this period?
2. Demographics: How many people were impacted through the program/project Dressember supported? What are the demographics of the people served through this program (gender, age, ethnicity)?
3. Measurement: How is success measured? How has this been consistent or inconsistent with initial expectations and what, if any, changes have been made in the process?
4. Challenges: What challenges have been encountered? Were they anticipated or unexpected? How have they been handled?
5. Sustainability: What steps are being taken and/or considered to ensure the future success of the project beyond the completion of Dressember's grant funding (i.e. future financial support, staff requirements, continued community interest)?
6. Success Narratives: Provide a summary narrative description of the work performed with the Grant funds, including, as appropriate, photos, individual stories, and quotations. Think of this as a "PR version" of the report that Dressember might want to share with others to highlight the grantee's work and how Dressember's grant supported it during the applicable reporting period. Be as specific as possible.

Non-government funders like the Dressember Foundation seek concise information to assess grant applications, with a focus on both values and clear quantifiable numbers like "$45 provides one hour of trauma-focused therapy." Additionally, when grants allow for unrestricted funding or cover indirect and operational costs, prospective grantees should include impact assessment in their budgets. The simpler and more streamlined the grant reporting requirements, the easier it will be for staff to administer and for the organization as a whole to assess and report on.

4 *Foster An Outcomes-Driven Culture*

Candid recommends that funders understand the nonprofit's culture and its capacity for everything from program execution to financial management, and shift their evaluation to a greater focus on outcomes (the desired result for survivors) instead of outputs. Nonprofits should be able to provide information about the outcomes they've achieved, as well as tell a compelling story about the cohesion between these outcomes and their overall mission."

Promote Collaboration Across Grantees

The Jensen Project has every grant recipient establish a plan, goals, or objectives and then the outcome they're going to measure. To date, they've allowed each recipient to select their own measurable outcomes, delivering a very customized experience per organization. But it has presented a challenge when they work on building collaborative forces because there is no uniformity in what those actual measurements are.

So The Jensen Project did something innovative. They gathered their GrantTank recipients, and brought team members from each of those agencies to Dallas to have the tough conversations about what the field, individuals, and leaders need.

The Jensen Project asked the participants of these 18 organizations: is there uniformity in outcomes we can track? The team drilled down to better understand, for instance, in the housing sector, whether there is uniformity across all housing demographics, or is it per length of stay or per region. By understanding what uniformity looks like across demographics, the Jensen Project can help influence that change. Additionally, the Jensen Project did a pre-survey and one of the recurring themes was about measuring impact. They uncovered that one of the biggest challenges grantees faced was how to assess the impact and share outcomes. The Jensen Project brought in support to help facilitate the conversation around that for them and their grant recipients.

These are only a few ideas to help funders feel more confident in the alignment of their resources to impact. When in doubt, funders can connect with other peers to share ideas and best practices or connect with leading organizations who are modeling new standards for impact assessment across populations served and criteria for success.

Highlights from the Report

Highlights from the Report

The aim of the Impact Unlocked report is to open a conversation about impact assessment and outcome tracking for the anti-trafficking industry. By understanding best practices for standardizing measurements, data, demographics, and language across the industry, we hope the report will help service providers and funders accurately assess impact, better collaborate and communicate with stakeholders, and incorporate the important value of survivor voice into program ideas, execution, and evaluation.

We summarize the insights from ten leaders that focus on creating lasting freedom for survivors across measurements like living wage, all the way to complex and very individualized metrics like "overall well-being," "increase in self-esteem," as well as freedom, rights, and safety.

For Service Providers

STAY CONNECTED: Communicate and collaborate with peers in the industry.
ADOPT BEST PRACTICES: Follow best practice assessment methodologies from leaders like RTI, Restore, and Freedom Greenlight.
LEVERAGE RESOURCES: Organizations like Peace-Work offer free and accessible electronic methods and resources for harvesting analytics for good.
INCLUDE SURVIVOR VOICE: Establish a survivor council for the creation, evaluation, and execution of assessment tools.
STAY SMART: Focus on scalable systems that use technology (over paper) and establish a culture of building in time for impact assessment and data gathering into case management duties to avoid burnout.

For Funders

COMMUNICATE & COLLABORATE: Work with your grantees to better understand their challenges and how you can align to support better outcomes.
WORK TOWARD CONSENSUS: Leverage common challenges and compile uniformity in language and reporting that can be applied across grantees.
EXPAND AWARENESS: Understand and connect with organizations that have figured out methods to assess results from both a quantitative and qualitative approach, both to develop best practices and to guide your grantees.

Industry Recommendations

Federal agencies, such as OVC, **U.S. Department of Health and Human Services (HHS)**, and the **U.S. Department of Justice Office on Violence Against Women (OVW),** have an opportunity to unite the industry with a proposal for common data fields for collection, industry benchmark-sharing, and conference time dedicated to establishing standards across participating organizations.

Meet the Leaders

Carolyn Liu Lumpkin, LCSW

Chief Impact and Operating Officer, Coalition to Abolish Slavery and Trafficking (CAST)
Castla.org

Carolyn Lumpkin, LCSW is the Chief Impact and Operating Officer (CIOO) at the Coalition to Abolish Slavery and Trafficking (CAST). As the CIOO, Carolyn oversees the internal operations of the organization as well as the broad strategic vision of the full continuum of CAST's programs. She is also responsible for aligning CAST's impact strategy with its programs and existing framework. Carolyn has almost 7 years of experience at CAST, having recently returned after a previous term in 2016 and 2004. She originally joined CAST as a Case Manager and Shelter Night Manager, then later served as the Director of Empowerment Programs.

Carolyn has extensive experience building and managing innovative programming and providing trauma-informed mental health services with marginalized communities. Most recently, Carolyn served as the Vice President of Programs at United Friends of the Children overseeing programming that served current and former foster youth, prior to returning to CAST. Carolyn received a B.A. in Psychology from the University of California, Berkeley and a Masters in Social Work from California State University, Long Beach. Carolyn is a Licensed Clinical Social Worker in the State of California.

Lori Cohen

CEO, ECPAT-USA
Ecpatusa.org

Lori Cohen joined ECPAT-USA, the nation's first organization to raise awareness about child sex trafficking and exploitation, in November 2019 after founding and leading a legal services program that assisted survivors of international and domestic sex trafficking and related forms of gender-based violence. In addition to supervising a legal, clinical, and case management team to provide comprehensive care, Lori engaged pro bono attorneys from New York's leading law firms, law students, and volunteers, and coordinated with city, state, and federal law enforcement, domestic violence shelters, and social service providers.

Lori has garnered international recognition for her work and has drawn upon her experience representing victims to advocate for anti-trafficking policy on federal, state, and local levels. She has conducted trainings in the U.S. and abroad for attorneys, prosecutors, judges, healthcare professionals, and private industry leaders and taught at Yale University and the University of Michigan Law School. ECPAT-USA is a member of ECPAT International, the world's largest influencing network dedicated to ending the sexual exploitation of children, with a membership of 122 civil society organizations active in 104 countries.

Kelsey Morgan

Co-Founder and Chief Program Officer, EverFree
Everfree.org

Kelsey Morgan is EverFree co-founder and Chief Program Officer. She lived in East Africa from 2010-2013 where she designed and implemented aftercare programs for survivors of trafficking. In 2015, Kelsey founded Willow International to meet the growing demand for quality aftercare and to transform the systems that fuel trafficking. In 2021, Kelsey teamed up with Jeremy Floyd, CEO of 10ThousandWindows, to unite their two organizations to become EverFree. Kelsey is currently a Ph.D. Candidate at the University of California, Irvine.

Lauren Grogan

Executive Director, The Jensen Project
TheJensenProject.org

Lauren Grogan is the Executive Director at The Jensen Project where she oversees business operations and programs. Bringing over a decade of experience in brand and business development, marketing, messaging, graphic design, event management, and social influence, Lauren is proud to leverage her passions for public relations and social enterprises to propel change in the anti-trafficking and victim rights' sectors.

Lauren holds a bachelor's degree in strategic communications and marketing from the University of North Texas where she graduated Magna Cum Laude, as well as a Master's in Business Administration. She is certified in Trust-Based Relational Intervention and is dedicated to creating a brighter tomorrow for all women who have experienced abuse, trauma, adversity or exploitation. Most importantly, she is an ally and a connector of people who strives to help others discover their potential by committing her personal time to supporting and mentoring survivors in job readiness and self-efficacy.

Marissa Marx

Senior Director of
Partnerships & Programs,
Dressember Foundation
Dressember.org

Marissa Marx is the Senior Director of Partnerships and Programs at Dressember Foundation. Dressember is most well-known for inviting people to wear dresses and ties in December to raise awareness and fundraise for global anti-trafficking programs. Since 2013, Dressember has raised over $16 million to resource programs that address human trafficking systemically. Marissa has been spearheading partnerships and programs to maximize the organization's impact since 2018.

Prior to joining Dressember, Marissa spent time with other nonprofits including a human rights research center. Marissa holds a Master's Degree in Human Rights and International Relations with a focus on sexual and gender-based violence (SGBV) in conflict zones, with specific regard to the use of SGBV as a weapon of war against Yazidi women and girls.

David Corliss, PhD

Founder, Peace-Work
Peace-work.org

David Corliss is the Founder and Director of Peace-Work, an all-volunteer cooperative of statisticians and data scientists applying statistical methods to issue-driven advocacy in poverty, education, social justice, and providing analytic support for charitable groups. Human trafficking research is a major initiative at Peace-Work, with studies on socio-economic analysis, risk factors, and legislative consulting. With a PhD in statistical astrophysics, Dr. Corliss leads a data science organization in the automotive industry while continuing academic research in astrophysics and taking pro bono cases as a human rights mathematician. He is the author of Stats4Good, a monthly column on statistical analysis for the greater good, which appears in Amstat News, the membership magazine of the American Statistical Association.

Stacey Cutbush Starseed, PhD

Social Scientist,
Program Director,
RTI International
Rti.org

Stacey Cutbush Starseed is a senior social scientist in RTI's Center for Safety, Victimization, and Resilience, where she directs the Violence and Resilience Research program. She served as the principal investigator for the NIJ-funded Measuring Outcomes in Services to Domestic Victims of Human Trafficking: Instrument Development and Testing project. This NIJ-funded grant study involved creating an instrument to describe human trafficking client status in several domains relevant to key human trafficking program outcomes and assessing the instrument's validity and ability to detect change over time. Dr. Cutbush also serves as the project director for the OVC-funded Improving Outcomes for Child and Youth Victims of Human Trafficking Training and Technical Assistance project, and the NIJ-funded project, Identify, Respond, Prevent: Addressing Human Trafficking among Juvenile Justice- and Child Welfare-Involved Youth. She is an expert in process and outcome evaluation design, quantitative and qualitative instrument development and testing, and cognitive interviewing. Dr. Cutbush Starseed currently holds an Adjunct Assistant Professor appointment at the University of North Carolina at Chapel Hill's School of Public Health and is a member of the American Public Health Association and the American Society of Criminology.

Sandra Diaz

Director of Impact
and Evaluation,
Restore NYC
Restorenyc.org

Sandra Diaz is Restore NYC's Director of Impact and Evaluation. She oversees the strategic direction and thought leadership of Restore's impact model, to ensure survivors of trafficking progress toward freedom, resources for service delivery are optimized, and credibility is increased among financial partners and other stakeholders.

Sandra was first connected with Restore when seeking help for a labor-trafficked woman that she met in her local church. She joined Restore in 2017 and led Restore's Economic Empowerment program for four years. In her work Sandra draws from her 20-year experience in marketing and innovation at L'Oréal, Sears, Sara Lee and Colgate Palmolive, and as an independent consultant. She has a MBA degree from the Kellogg School of Management and an Industrial Engineering degree from Pontificia Universidad Javeriana in Colombia.

Scott Thomas

Co-Founder, Arbor Rising
ArborRising.org

Scott Thomas is the co-founder of Arbor Rising. He earned an engineering degree from the University of Michigan, which he promptly misplaced and came to work as a middle school mathematics instructor through Teach for America in NYC's Washington Heights neighborhood. After another left turn to collect an MBA from NYU, Scott joined Lehman Brothers and later Neuberger Berman, where he helped manage investments in infrastructure and alternative energy companies. Feeling the call to unite the social justice and business aspects of his career, he co-founded Arbor Brothers (now Arbor Rising) with Sammy Politziner in 2010 and continues to co-lead it today.

Scott is grateful to serve on the board of Summer Search, a national youth development organization. He has had the opportunity to guest lecture at Harvard, Columbia and NYU and is a member of the Leap Ambassadors Community. When he's not in the office, he can be found chasing his Tasmanian-devil children and dog through the parks of Brooklyn.

Victoria Butler

Modern Slavery Co-ordinator
& Tactical Advisor,
Thames Valley Police
Tvvru.co.uk

Victoria Butler has worked in intelligence in law enforcement at the Thames Valley Police in the U.K. for over 17 years. She currently focuses on intelligence work related to modern slavery, human trafficking and exploitation. Victoria believes that working closely with local partners, including community based organizations, is key to making a difference for survivors of trafficking. Her role is also critical to training and equipping law enforcement operations in the region to recognize trafficking victims and prosecute traffickers. Victoria earned a certificate in terrorism studies from St. Andrews University and a criminology diploma from Oxford College.