**Evidencing Anti-Slavery Partnerships**

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As modern slavery has moved up the political agenda, and has received more attention on a local level, an increasing number of anti-slavery initiatives and partnerships have been or are being developed. This toolkit is intended to help those who are involved in setting up partnerships in terms of identifying key goals. It also aims to encourage partnerships to set up systems to record their policies and actions, and their outputs and outcomes in order that they can monitor and evaluate their work.

An essential element of a partnership is a system for collecting information and record keeping. The first section of the toolkit raises questions about what records are being kept about the various aspects of anti-slavery work that might be undertaken by the partnership.

1. **Anti-Slavery Partnerships and record keeping.**
   1. What records are you keeping about the work you are doing or what records do you need to start collecting?
   2. What system(s) do you have for robust record collecting related to:
   * Prevention
   * Identification of victims
   * Support for victims/survivors
   * Criminal justice responses
   * Other responses involving local authority action, GLAA, HMRC, etc.
   * Partnership (e.g. minutes of meetings, memorandums of understanding, joint working arrangements)?
   1. Who is collecting this data and where is it stored?
   2. How might you use this information for monitoring and evaluation purposes?
   3. Anti-slavery partnerships might want to devise **key performance indicators** (KPIs) as a means of measuring if they have achieved their objectives. KPIs can be useful performance management tools but it is also important to recognise they can distort what people do in order to achieve indicators. Moreover, KPIs tend to be quantitative in form and yet it is rich data that might be more appropriate to monitor and evaluate but is more time consuming to collect and analyse.

1.5.1 For example, if an objective of your partnership is to seek to educate communities in order to improve the intelligence flow, your KPIs can be: (1) Number of professionals and community members who received awareness training, and (2) Number of meaningful pieces of intelligence obtained.

* 1. Another method is to measure and record actions, outputs, outcomes and impact.
* Actions: Document the activities undertaken.
* Outputs: Describe the products or services arising from the action (e.g. number of professionals receiving training).
* Outcomes: Document the short and medium term effects of the outputs.
* Impact: Document the long term impact of your actions and outputs. These may be positive or negative and they can be intended or unintended.
* Anti-slavery partnerships may want to agree objectives and actions, and the impact it hopes will be achieved. It can then assess if the desired impact has occurred after a suitable period of time.

1. **Partnerships – Development Goals**

2.1 What actions or developmental goals might help you establish an anti-slavery partnership? You might want to consider the following actions:

* Establish terms of reference for partnership.
* Identify organisations that should be key members of the partnership and confirm willingness to participate.
* Schedule meetings to facilitate partnership working.
* Create memorandum of understanding in relation to sharing information (who has access and to what data).
* Set up communication channels between partner organisations.
* Establish objectives for partnership or for sub-groups of partners.
* Develop Action Plan and identify joint work for partners.
* Create a sustainable partnership via funding or resource commitment.

2.2 Consider recording and monitoring developmental goals through the collection of memos, minutes, contact details, and agreed work plans which are available to all.

**3. Process Goals – related to how partnership is functioning**

3.1 Having set up an anti-slavery partnership you may want to monitor and evaluate how well it is functioning as an entity. This will enable the partnership to decide if or how it needs to evolve in order to improve its functioning.

3.2 According to the literature good partnerships enhance a number of process goals set out below. These are goals you might want to establish for your partnership.

* Improved data sharing (quality and quantity of data shared)
* Improved communication (quality and quantity between partners)
* Meeting objectives
* Enhanced trust
* Joint Activities
* Delegated participants attend meetings and complete tasks set.

3.3 You will need to consider how you measure and thus monitor and evaluate your partnership’s functioning. What forms of evidence can you collect and collate in order to assess the effectiveness of the operation of your partnership?

1. **Output Goals**

4.1 Anti-slavery partnerships (ASPs) have developed or are being developed because no one agency is able to deliver all aspects of an anti-slavery programme. Outputs help you measure what happened or what your partnership has produced. The following are examples of some outputs that might arise from the ASPs:

* New training material developed for public and/or different professional groups.
* Number of training days or number of people trained.
* Number of operations or actions.
* Number of staff with a responsibility for modern slavery
* More businesses and public sector organisations pledge to review business practices, procurement and supply chains.

4.2 Identify the output goals that your ASP hopes to achieve and collect data to evidence them. You can consider setting performance targets in relation to proposed outputs, however you might also want to collect additional information to help the ASP understand why the targets were achieved or were not met.

4.3 Monitoring the number of training events or the number of people trained can be a goal on its own or it can be the means to achieve a specific outcome. What are you hoping to achieve? Consider the purposes of your actions.

1. **Outcome Goals**

5.1 It is essential to go a step further in designing your goals and related action plan. It is easier to identify specific outputs and measure your success in terms of delivering them, however outputs do not help you assess your impact whether it is on people, practice or the wider environment. At their core ASP should have a number of outcomes it hopes to achieve over a period of time.

5.2 Outcome goals can be vague, for example creating an environment hostile to modern slavery or more focused, for example increasing disruption of businesses that present risks of modern slavery in order to create a hostile environment. It is more feasible for an ASP to monitor and evaluate its success in relation to clear and focused outcomes.

5.3 The following are examples of broad outcomes ASPs may seek to achieve. These are admirable impacts to aim for but need to be translated into practices that can deliver these outcomes. Moreover, the outcomes need to be operationalised – translated into clear and focused goals so that they can be evidenced for monitoring and evaluation purposes.

* Prevention:
  + Decrease demand for goods and services provided by people working in conditions of modern slavery?
  + Decrease the number of people vulnerable to modern slavery?
  + More businesses and public sector bodies undertake and publish modern slavery audit and actions to eliminate modern slavery in supply chains or procurement.
* Increase the identification of victims of modern slavery.
* Increase the identification of places where modern slavery occurs.
* Increase the number of criminal justice investigations and prosecutions.
* Increase the number of victims who obtain compensation.
* Ensure local businesses pay the minimum wage and respect workers’ rights.
* Improve victim support and reintegration:
  + Short term support
  + Long term support
* Strong and Sustainable Anti-Slavery Partnership

1. **Record keeping, measuring outcomes and determining success**

6.1 In setting up a partnership have the founding members identified who and where records are kept of the ASP including evidence in relation to development, process, output and outcome goals? Is this a task for the person(s) who provides administrative support to the ASP? Which of these records are available to partners, and how can they access them, for example through a partnership website that has both private and public elements?

6.2 Have record keeping protocols been established for the ASP so that there is similarity in records kept. This will aid data sharing and enhance the robustness of ASP records. For example, has a protocol been developed on the type of information collected about victims – gender, nationality, type of exploitation, actions taken, etc.?

6.3 Evidence can be collected in different forms. There are benefits of collecting quantitative data which can be used to evaluate against benchmarks or to compare change over time. Qualitative data, on the other hand, can provide more nuanced information about how stakeholders view initiatives, as well as what helps deliver successful outcomes. ASPs need to consider what data collection methods are in place as a Partnership or within constituent partner organisations to collect and collate data that can then be used for monitoring and evaluation purposes.

6.4 Asking stakeholders about their views is a recognised method of evidence gathering. There are a number of different stakeholders in a partnership including the partners, the public, the victims and even offenders. What consideration has been given to obtaining the views of different stakeholders, as well as creating opportunities to obtain their feedback?

6.4.1 A victim-centred approach to tackling modern slavery should place victims/survivors at the heart of ASPs, both in developing plans of action and in evaluating their effectiveness. Minh Dang, a survivorship expert, makes a case for their inclusion when she says:

“I urge all of you to continue to partner with survivors - to ask survivors not just about their stories but also about their policy recommendations, their ideas for improved intervention, as well as their hopes and concerns for the movement” (Foot, 2016, p. 70)

* 1. Finally, the ASP will have to decide who is responsible for collecting and collating the data into monitoring and evaluation reports. It might also need to ensure that a monitoring and evaluation report is included as a key item of business at least once a year. A monitoring and evaluation report should not be an end in itself but it should be used by the Anti-Slavery Partnership to modify, as necessary, how the ASP operates as well as the future outputs and outcomes it hopes to achieve.

**Bibliography**

Foot K (2016) *Collaborating Against Human Trafficking: Cross-Sector Challenges and Practices*, Lanham Maryland: Rowan & Littlefield