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VICTIM CASE MANAGEMENT SYSTEM

Update and Case Studies

LIBERTY SHARED

CREATING AN ENVIRONMENT
SAFE FROM TRAFFICKING

SEPTEMBER 2020

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Many, many, thanks to our clients for their participation, honesty and openness.

HELP
FOR DOMESTIC WORKERS
家傭匡扶中心

PROUDLY SUPPORTING

IT'S NOT OK
PROJECTS

NIGHTLIGHT

she
RESCUE HOME

DUNCAN JEPSON
Managing Director

SUMMARY

The Victim Case Management System (VCMS) was designed and developed in 2013. It was funded by the U.S. Department of State Office to Monitor and Combat Trafficking in Persons in October 2014. We are very grateful for the support of Winrock International and USAID for funding this creation of this document.

The primary strategic objective has been to build infrastructure for civil society to use to improve case data recordkeeping which in turn can improve services to the vulnerable and victims.

From an operational perspective, the aim has been to improve (i) provision of case services; (ii) access to justice; (iii) investigation and prosecution; (iv) management and operational performance review; (v) grant and donor reporting; (vi) M&E; (vii) policy initiatives and review; and (vii) research purposes.

It has been nearly seven years since we started offering VCMS as a service to NGOs and we are pleased to provide this update and set out two detailed case studies by NGOs who have found considerable advantages by adopting and implementing VCMS into their operations.

In June 2020, a new user experience and design will be rolled out and be accompanied by a mobile app with offline functionality.

This document provides an update about the current status of the VCMS programme and includes two detailed case studies of the implementation and use of the VCMS. That said, there are NGOs that have struggled to implement case data management systems, such as VCMS, spent precious grants on developing bespoke systems that have failed and those that have yet to build organizational and management structures that have imbedded regular performance reviews from their recordkeeping.

VMCS BY NUMBERS

37,267
cases

7
languages – Amharic, Arabic, Burmese, English, Khmer, Nepalese, Thai and Vietnamese

592
registered users

238
active users

87
NGOs

25
countries

INTRODUCTION

Big data, machine learning, analytics and stunning visualisations are tantalising digital prospects, tools that seem to hint at the means to disrupt or end of trafficking once and for all. Expectations of those in the Global North, so involved and reliant on the internet and the data it provides, presume that data is plentiful. Search tools deployed by companies, governments and individuals have become ever more ubiquitous and penetrative across so much of society. The potential is that this power, risky to individual privacy, can be used for good. Better data should improve victim care and services, exactly as we have seen global public health services use data to respond to this pandemic. Accurate and comprehensive data and recordkeeping can provide the big data but also actionable intelligence that can be used by the anti-trafficking community to improve care, prevent trauma and hold perpetrators accountable. Yet, there is a problem, a very fundamental one.

The four authors of *Understanding Human Trafficking Using Victim-Level Data*[1], published by the Centre for Economic Policy Research at the end of 2018, set out the problem very clearly in their opening line, "Quantitative research on human trafficking is scant due to lack of data." As boring as it may sound, it is proper record keeping and consistent administration that are the foundations for building better data sets, whatever their intended use. Maintaining comprehensive and thorough recordkeeping is a legal requirement in the public health, legal and financial industries, we expect successful outcomes as their clients but also mechanisms to hold them accountable. Many of us would be aghast if medical or accounting professionals did not bother to keep our records, or worse, lost them. Victims of human trafficking and forced labour should of course be treated no differently.

If victim services are to improve, we must have the ability to examine and track our performance and learn from experience. If we are to hold perpetrators accountable, then as a simple first step, we must have records to provide evidence. Completeness and accuracy are the foundations to insightful analysis and visualizations, whether from big or small data, qualitative or quantitative. Technology cannot create the victim case records, it offers tools to capture, store, analyse and visualise. The responsibility and implementation for recordkeeping and data management falls to frontline staff but it is management's responsibility to create the right environment, such as provide training, and grantors must support these aims.

It's too easy to ask NGOs, particularly frontline staff, do more but without additional resources it is unreasonable to expect more. The improvement of administrative practices needs direct investment. In businesses and government administrative functions, administrative practices cost billions of dollars a year as standards of governance and recordkeeping increase. In the healthcare industry administration costs are between 10% – 25% of total costs[2]. Yet in the anti-trafficking community, where data for metrics & evaluation is much discussed, funding record keeping and other administration is a battle ground. It should be self-evident that if funding for administration is very limited then record keeping will be limited and we cannot expect the data infrastructure from which all big and small data is eventually harnessed to magically appear. In the end, it is the victims who will continue to suffer if there is limited information of their experiences and trauma. Anonymity is indeed vital but invisibility is detrimental.

To obtain the data needed, NGOs must commit to improving the recordkeeping practices in their team members and across their organisation. Donors and grantors must directly fund administration and recordkeeping. As the old Mongolian proverb says, if one is to build high one must dig deep. It doesn't matter whether the practices start with paper and pencil, mobile phone apps, standalone databases or cloud based systems, without record keeping there will be no analysis and no knowledge, no lessons for improving, no accountability and no justice. Big data projects will not succeed without big data, much less any data at all. It is time to fund knowledge development and retention.

The benefits to civil society of gathering victim case data should be self-evident. If for no other reasons than the lessons from practice and operations in public health and criminal justice. Simply put, without details of victim abuse and harm and records of care and treatment outcomes, there can be no improvement of daily practices and support. It is then very difficult to build service capacity. Money for capacity building is wasted. And without records to provide evidence and actionable information, there can be no access to justice and no accountability. We cannot expect more perpetrators to be prosecuted, the number of convictions to increase and more victims to be compensated. More broadly, it is very difficult to improve the prevention, protection and prosecution outcomes without records of past performance from which to initiate effective performance review and then improve.

CONCLUSION

The availability and accessibility of particular technologies is not the primary cause of the lack of data. Rather the key to unlocking the benefits of victim case data is transforming the very limited adoption of consistent administrative and management practices embedded in NGOs' organizational behavior. One cannot analyze data that is not being collected.

With this in mind, the underlying systemic objective of our VCMS programme was not just to build a cloud based victim data management platform but to promote and provide training for better administrative practices. The direct impact of the VCMS programme is aggregation of more accurate and comprehensive data from daily victim care activities. The indirect impact is to embed proper administrative practices and regular operational performance review. VCMS is primarily a management tool to understand and improve the efficacy of an organisation and from that improve victim care outcomes. The collected data can then be used for other purposes, most importantly for access to justice, perpetrator liability and policy initiatives.

There are three programme objectives, in priority:

1. Develop governance and practices;
2. Create a community that would eventually lead to sustainability through self-development; and
3. Develop technologies that can be implemented and applied.

It should be noted that identifying and developing technology, which is often people's focus in relation to data gathering, is not the primary challenge. Quite simply, cloud technology now exists and it is increasingly available and affordable. Enterprise level options of cloud based database technology, such as Salesforce, are increasing in range with different products and services available for different environments and functionality. A database product offering or software as a service package that is appropriate and useful for NGOs in the Global North is unlikely to be applicable for activities of an NGO in the Global South.

THE UNDERLYING SYSTEMIC OBJECTIVE OF OUR VCMS PROGRAMME WAS NOT JUST TO BUILD A CLOUD BASED VICTIM DATA MANAGEMENT PLATFORM BUT TO PROMOTE AND PROVIDE TRAINING FOR BETTER ADMINISTRATIVE PRACTICES

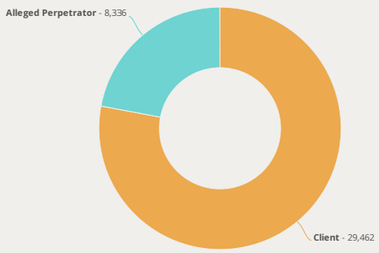
1. https://cepr.org/active/publications/discussion_papers/dp.php?dpno=13279
2. https://www.healthaffairs.org/doi/full/10.1377/hlthaff.2013.1327

VMCS DATA DASHBOARDS

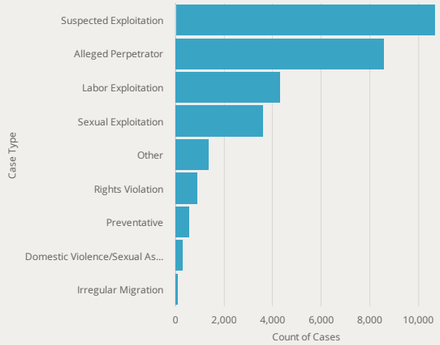
37,798
Number of People Profiles

38,474
Number of Cases

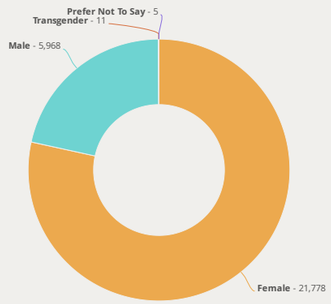
Proportion of Client and Perp



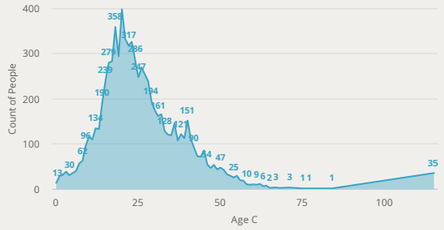
Type of VCMS Case



Gender of Clients



Age distribution of clients



The numbers in red indicate which key fields currently have missing data to contextualize other numbers and graphs.

21,560
Number of Clients Without Known Age

1,324
Number of Client Without Known Country of Origin

Number of Client Without Known Country of Origin

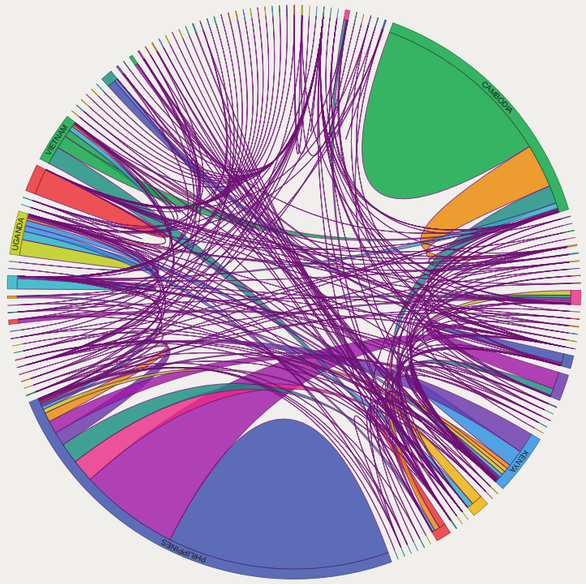
9,268
Number of Cases Without Known Case Type

11,264
Number of Exploitation Cases Without Known Country of E...

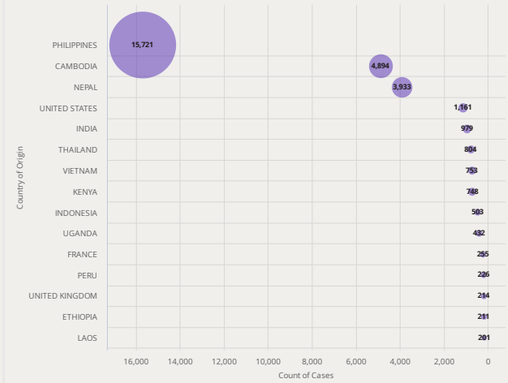
Number of Exploitation Cases Without Known Country of Exploitation

1,700
Number of Clients Without Known Gender

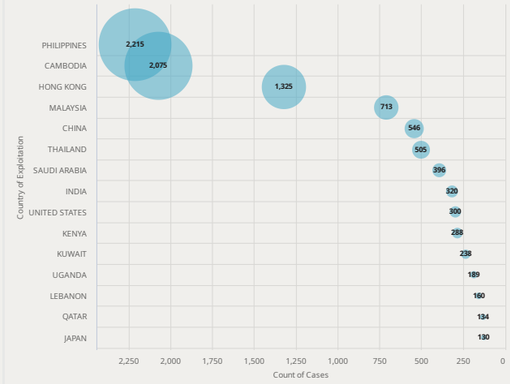
Chord of Exploitation and Origin Pairs



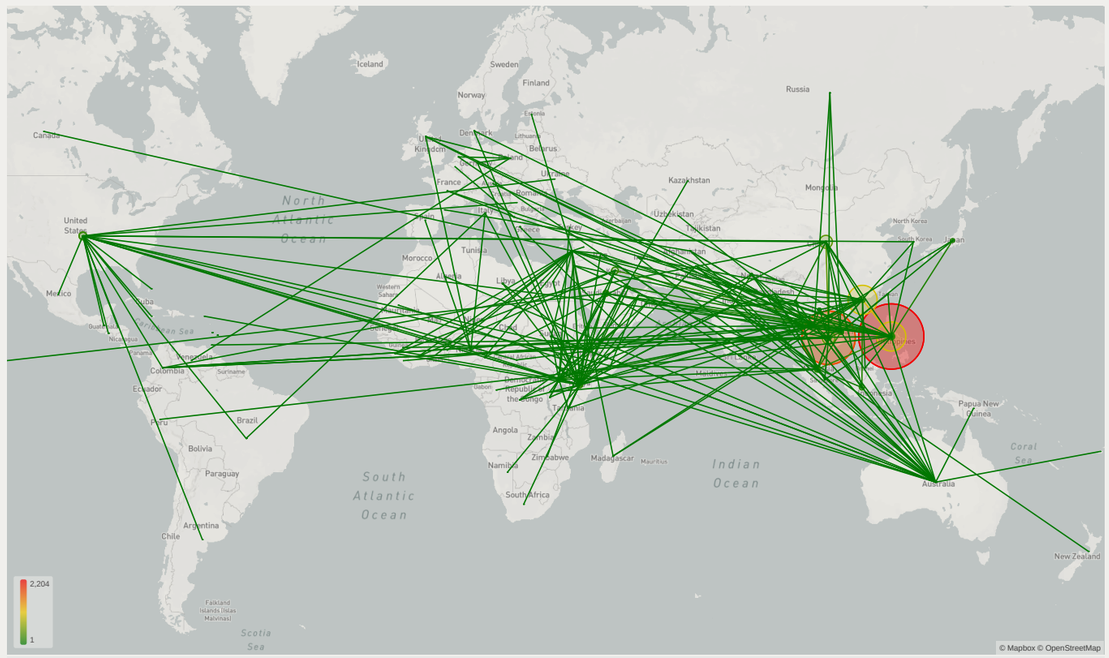
Top Countries of Origin



Top Countries of Exploitation



Map of Routes



Generated by Looker on August 24, 2020 at 8:44pm EDT

CASE STUDY 1:

HELP FOR DOMESTIC WORKERS (HDW)

HELP
FOR DOMESTIC WORKERS
家傭匡扶中心

SUMMARY

HDW is a Hong Kong based organization that specializes in providing advocacy, paralegal support, and education to domestic workers. Their tieless commitment towards assisting the domestic worker population in Hong Kong has earnt them a reputation of great respect within the modern anti-slavery community. With a team of 100+ dedicated volunteers and a mandate to ensure that domestic workers not only understand their legal rights but also know the best way of protecting and pursuing these rights, HDW has created a formidable reputation for themselves through their extensive legal advocacy approach to case management. HDW rolled out VCMS use to improve case management in 2016, with the hopes that a cloud-based system would allow ultimate flexibility and increased efficiency when working remotely. This adoption also ensured increased data security of client information and maximized both real-time access to records and data analytics for a better understanding of exploitation trends.

OVERVIEW OF HDW

The history of HELP for Domestic Workers can be traced back to 1989, the year it was established by James Collins, a barrister from Wales and a worshipping member of St John's Cathedral. Deeply moved by the plight of the domestic worker, James and a team of lawyers started a voluntary service on Sundays, offering free legal advice to those who would seek it. The popularity of these Sunday services quickly grew, and soon they were overwhelmed by increased demand. It is at this point that the mission of HDW began to materialize, to empower domestic workers through employment, legal support, and human rights education being the central focus. Legal service provision and advocacy therefore has always remained at the heart of HDW's work.

2000 was a monumental year for the organization and rights for domestic workers in Hong Kong. In the landmark case, Bachiva v Poon, James managed to help establish the principle that provides general damage claims to employees, including domestic workers in Hong Kong who had been victims of abuse and exploitation in the workplace. "The result of the case provided for a fairer level of compensation than statutory damages, to which employees had been previously limited." Ever since HDW has tirelessly continued its efforts to be the voice for the voiceless. Last year marked HDW's 30th anniversary; a journey that has been a prosperous and rewarding one for the organization and through which they have been able to support over 100,000 workers.

Today, with a vision to "see a safe and just Hong Kong for everyone" HELP for Domestic Workers strives to fulfill its mission by targeting three key areas:

1. **Education:** Education is a key part of the HDW program. Workers are provided with educational materials and advice on their legal rights. As domestic workers learn more about their rights, they become empowered to pursue legal action in cases of labor exploitation.

2. **Paralegal support:** With legal service provision being at the heart of HDW's work, volunteer lawyers are available to guide domestic workers in pursuing claims in the Labour Tribunal and other Courts. They provide advice on criminal offense cases and assist in drafting witness statements and letters negotiating settlement agreements. They also prepare clients for conciliation meetings and court hearings and support clients in recovering unlawful commissions.

3. **Advocacy:** The HDW team is in constant engagement with the government to encourage increased dialogue on improving the laws and regulations that affect domestic workers. The organization liaises with various government agencies and law enforcement on client cases and when recovering client belongings.

THE PRIMARY ISSUE DRIVING CONSIDERATION FOR ADOPTING VCMS

Before adopting VCMS in 2016, Help for Domestic workers used an array of basic data recording systems ranging from maintaining hardcopy files to using Microsoft word and excel files. The organization also maintained a client registration book and used the z-drive in their local office computer as a backup mechanism for data storage. Without a consolidated database or methodology to record and store data files, HDW struggled to maintain a streamlined recordkeeping system. With files saved across various locations and platforms, the data consolidation and analysis process became a very lengthy one, oftentimes prohibiting the team from analyzing trends in a manageable way.

Furthermore, since records were only accessible from the computers in their main office, time management became a key concern, along with the fact that a lack of remote access to data meant that service provision became less efficient. Help for Domestic workers therefore needed a system that would allow them to manage cases better and more so bridge the gaps in service provision. Most important however was the need to streamline data recording and reporting, as reports are a crucial part of HDW's work to better understand trends. This need for structure and remote access with a proper data-backup mechanism therefore became the impetus for VCMS implementation. The data security aspect also became another driving factor that added significant value to the decision to adopt the system.

SECONDARY ISSUES DRIVING CONSIDERATION FOR ADOPTING VCMS

When implementing any MS into an organization it is very important to understand its financial implications. While the need for a customized management system was a top priority for the organization, the financial constraints had stopped HDW from trying out systems in the past. The strong desire to have a single database with analytical capabilities, coupled with the fact that the cost of VCMS was minimal made VCMS a feasible option for the organization. The Victims Case Management system not only fulfilled most of HDW's requirements, it surpassed them because the system is highly customizable and very comprehensive. The barriers to implementing a customized system therefore were mitigated, offering HDW something very close to what they had been looking for in a management system.

DECISION MAKING TO ADOPT VCMS

As previously mentioned, before the move to VCMS, Excel, and other manual systems (i.e., physical logbook, physical filing system) were used to manage data. Thus the need for a less paper-based system strongly influenced the decision-making process. Additionally, the lack of affordable, customizable case management systems made adopting VCMS the clear choice for Help for Domestic Workers.

GENERAL IMPROVEMENTS TO RECORDKEEPING AT HDW

While completion and timeliness of data is still a challenge amongst the case managers and volunteers due to the complexities of how the current system has been set up, Help for Domestic Workers has experienced several improvements with regards to recordkeeping. Most notably, since their implementation of VCMS, all of the Help for Domestic Workers' case files are now digital and cloud-based. This drastic shift from a heavily paper-based system to a digital one in itself has been advantageous. Furthermore, since VCMS captures real-time data and is accessible remotely, it has significantly improved case management and service provision, both in terms of increasing the quality of service provided and when it comes to time management as a whole. The quality of service provided is often a positive outcome of streamlined data capture and recordkeeping. VCMS implementation ensures that case files are accessible anytime, anywhere, and to any caseworkers with access to the system. Using VCMS has also reduced Help for Domestic Workers' need for physical storage space for their hardcopy documents. With the additional provision of BOX (for which HDW was given unlimited storage) the organization has been very successful in improving data security and storage.

EXAMPLE OF ADVANTAGES OF VCMS

VCMS adoption has been advantageous to HDW in many different ways:

1. **Consolidated data recording and case management:** The most advantageous part of VCMS has been the fact that it allows all HDW's data to be stored inside a single system. This consolidation of data has increased work efficiency and drastically improved time management.

2. **Increased remote access:** It has allowed the case management team to be able to access their records remotely whenever needed since the files are stored on a highly stable cloud-based system.

3. **Increased data security:** Due to the highly confidential nature of the data that is collected and stored by HDW, VCMS has been an ideal choice as it is powered by Salesforce – one of the most secure systems in the world.

4. **Improved reporting:** Reports are an essential part of HDW work. Their need for constant reporting and analysis of data trends is favorable to the analytics object inside VCMS. Using the system has enabled Help for Domestic Workers to create an array of reports across various objects that they then use for their data analytics.

5. **Improved case management:** The use of VCMS has also led to improvements in case management in the following aspects: oversight of cases, sharing of work, visibility, and tracking of updates.

6. **Increased accountability:** Streaming the data recording process and storing all work within one system will increase the transparency of the work being accomplished. VCMS has helped increase accountability amongst users.

CONCLUSIONS

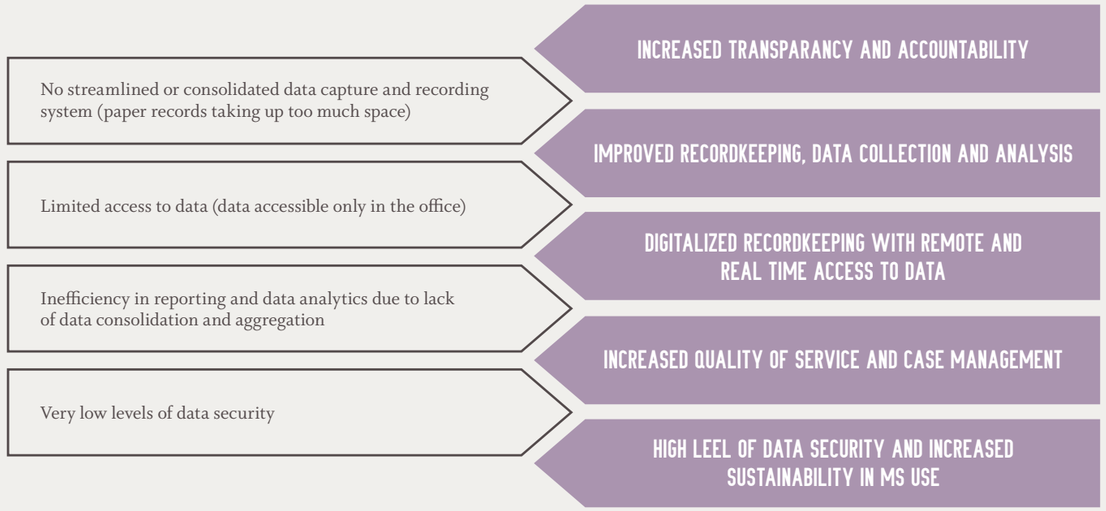
VCMS has been instrumental in remote working, especially during the peak of the Hong Kong protests and COVID-19, when staff could not work from the office. Maintaining the ability to access case records and files while working from home ensured they could provide the best services possible to their clients during such difficult times. VCMS' powerful reporting capabilities have allowed Help for Domestic Workers to analyze trends in their data, and it has also allowed them to analyze their performance as an organization. This has helped them to maintain the quality of work amongst their team as well as the quality of services they provide to their clients. Overall VCMS has significantly improved the data capture and storage aspects for HDW. It has thoroughly enhanced the entire case management process for the organization.

LESSONS LEARNED

While the advantages have been aplenty, it is also important to consider the drawbacks of the system. While Salesforce is a versatile system with high customization potential, it does require time and training before one becomes savvy enough to operate it at its full potential. Especially since most of the data for HDW is stored and extracted from Service provision records, a fair amount of time is needed to be trained on filtering records for reporting purposes. This is the drawback of relying heavily on just one object inside the system. The lesson to be learned, therefore:

+ Thorough training needs to be provided in the initial stages (it would be best to walk through all the module done by one, so the partner is not just aware but completely comfortable with the modules and the objects and fields inside the system.
+ Limiting customizations will ensure easier accessibility and understanding of the system
+ Organizations with high reporting needs require continuous support (this is o a great advantage of having chosen VCMS because the support team is readily available and very knowledgeable)
+ Partners should be encouraged to have an internal protocol for VCMS use, especially a session on the importance of completing records/forms.

A DIAGRAM HIGHLIGHTING THE EFFECTS OF VCMS ADOPTION



CASE STUDY 2:

SHE RESCUE

she
RESCUE HOME

SUMMARY

SHE Rescue is a Cambodia based NGO focusing entirely on aftercare and wrap-around services. The NGO identified that a stronger and more robust administrative processes and a case management system had the potential to improve evidence-based practice, elevate the team experience, increase accountability and management and improve data capture and service provision.

OVERVIEW OF SHE RESCUE

Founded in 2008, SHE Rescue (Shaping her Earth - https://www.itsnotok.com/) is the vision of Australian changemaker and philanthropist Leigh Ramsey, who while traveling to Cambodia in 2007 experienced a life-altering moment that would eventually drive her to open the doors of the SHE Rescue home in 2008. SHE Rescue operates with a vision to restore the opportunities to preserve one's rights to be free from exploitation by "replacing vulnerabilities with opportunities of hope." It is an anti-human trafficking NGO based in Cambodia that predominantly exists as a safe haven, providing aftercare services to girls from 5-16 years of age who are survivors of trafficking, rape, prostitution, sexual exploitation, or are at risk. Their high-security home is where many girls may find healing, wholeness, support, love, and reclaim a sense of childlike innocence. With the mission statement, "IT'S NOT OK (INO)," all projects undertaken are fueled to accomplish their goal of ending human trafficking, injustice, and poverty cycle in this lifetime.

Unlike most organizations working in anti-trafficking, SHE Rescue focuses its efforts entirely on aftercare and wrap-around services to the family (economic empowerment, job security, vocational training), with a strong emphasis on protection and reintegration. They run a community-based program as well as a shelter home and a transition home. Their shelter home provides care to up to 15 girls at a time; furthermore, their transition home provides support for girls who have outgrown the shelter but want to continue living in Phnom Penh with limited guidance. On average, each girl who enters the SHE Rescue shelter spends between 6 months to one year there before they are reintegrated. As there is a heavy emphasis on protection and reintegration, all programs are support and care-oriented within which the service provision model targets five key areas:

1. **EDUCATION:** Education is at the forefront of SHE Rescue's programs as the spark to create change in one's life circumstances is ignited by knowledge and self-empowerment.
2. **VOCATIONAL TRAINING:** For many girls who have not received basic primary education, it is very difficult to catch up in the later years. While schooling is encouraged to all survivors who enter the SHE Rescue System, a key part of their program is to provide access to alternative learning opportunities and vocational training programs that include literacy and numeracy in collaboration with various other Cambodian organizations.
3. **THERAPEUTIC SERVICES:** SHE Rescue has instilled a culture of counseling and therapy within their shelter as they believe that the healing and restoration journey is deeply rooted in acceptance and vocalization of experience.
4. **FAMILY SUPPORT:** The SHE Rescue team works closely with survivor families to better equip them to receive and reintegrate survivors. Through the provision of basic amenities, the goal is to create an environment of safety and stability, ascertaining increased success in reintegration.
5. **MEDICAL SUPPORT:** Provision of regular medical care is an integral part of the SHE Rescue program.

SHE Rescue's community-based approach and sustainability mindset have allowed for continued success in their programs. Organized management led by a team of leaders has created an environment for sustained growth. Furthermore, with an extensive donor network, SHE Rescue has been very successful in securing funding to ensure the sustainability of their programs and maintain the high standards of support and care they provide to the girls in their system. Their thorough approach to client follow-up is also what makes them stand out as a service care provider.

PRIMARY ISSUE DRIVING CONSIDERATION FOR CHANGE

SHE Rescue had been operating with a public file system for case management for many years; this meant that all notes about each client would be recorded as a Microsoft Word file and saved in a public folder on the office computers under the client's name. While this digitized system proved easy to navigate, the system's simplicity often proved inefficient when compiling data for both government and donor reporting. As it is mandatory in Cambodia to present reports to the government to authorize registration and operation of shelters, the annual reports became a critical part of SHE Rescue's work. Lack of structure in data recording exponentially increased the risk of data misplacement and mismanagement. As the notes in the system were caseworker specific, the preliminary data collection process for report writing always presented as a cumbersome task, often taking weeks to complete. It also meant that the probability of providing a thorough analysis of data became a challenging endeavor. The sheer task of data gathering for both reporting and analysis, therefore, wasted a tremendous amount of time, with the accuracy of information also being uncertain. It is this lack of organization that drove the management to consider changing their system initially. The importance of streamlined reporting was at the heart of the change as well, as reporting is an essential part of any non-profit that depends on securing donor funding for its operations. The consideration for change was also driven with the hope that a better system of management would allow SHE to improve their standing with the government. Improved quarterly and annual reports would mean a clear and more detailed understanding of trafficking and exploitation trends and also a deeper grasp of both tangible and intangible services provided and their benefits measured over time. Overall the need to shift to a more systematized case management platform derived directly from a need to measure both team accountability and project performance.

SECONDARY ISSUES DRIVING CONSIDERATION FOR CHANGE

Accountability had been a critical concern for SHE Rescue management before their use of VCMS. The final push for adoption came from the fact that the existing system was not successful in tracking the work and the quality of the team's work. While there was a protocol in place to hold employees accountable for their work, there were multiple loopholes that resulted in significant gaps in information in case updates. This, in turn, negatively impacted the quality of the services provided or left room for increased duplication of services. Therefore, the drive to shift to VCMS derived from the hope that the adoption of a more systematic platform would elevate the team and case management structure to improve service provision and monitor impact. Thus, the shift to VCMS was directly linked to the need to implement a management tool that could hold employees accountable for the work allocated to them and ensure they maintained high quality in all areas of work.

DECISION MAKING TO ADOPT VCMS

The importance of structured, digitized data recording has always been at the forefront of the internal management team at SHE Rescue. However, due to a lack of affordable and comprehensive systems available, there had been little motivation to search or develop a system that would suit their case management needs. VCMS, therefore, provided the perfect alternative to building a custom case management system or relying on one that would fall short on all the needs that SHE Rescue demanded from a system. VCMS first came into the purview of SHE Rescue through CHAB DAI, whom they had been working in close collaboration. As Chab Dai had already been using the VCMS, the internal referral system heightened the appeal for its adoption. Chab Dai is one of the larger organizations working out of Cambodia, and their success in the implementation and use of the VCMS provided the necessary motivation for SHE Rescue to adopt the system without considering any other potential systems. The hope was that the implementation of a more sophisticated data recording and management system would exponentially improve the administrative capabilities of the SHE Rescue team and make each team member more accountable towards their individual responsibilities. It was also an opportunity to restructure their existing case files and recording system to make the new experience more user friendly and make all case data easily navigable.

EXAMPLE OF ADVANTAGES OF VCMS

Adopting VCMS has allowed the management team to monitor better the services provided by their caseworkers. Prior to VCMS use, all case notes had been stored in Microsoft Word, which made it extremely difficult to track details on services provided and to do impact analyses on the effectiveness of programs. Adopting VCMS has thoroughly improved the data reporting and analysis process, making filtering and searching for specific client data more efficient and accurate. Outcome tracking is also a key benefit gained out of VCMS use. SHE Rescue can now more accurately pinpoint services being received by individual clients and trace the benefits of these services over time. As a direct result, it has improved the overall quality of care that is being provided to survivors in the shelters. Additionally, better documentation has helped in improving the quality of both government and donor reports, ensuring that the government is adequately informed on SHE Rescue's capacity to operate within the national guidelines and meet the government standards. The production of thorough reports also aids in the ability to fundraise more successfully and ensure that the quality of services provided is always considered as the utmost priority. While VCMS has truly transformed data recording and management for the better, the key areas impacted the most can be seen below:

Evidence-based practice: In the face of a dispute as to whether a survivor had been kept in the shelter against her will, details found in her case record inside VCMS could rightfully prove the legitimacy of the case and service provision. Thus proving that the VCMS is advantageous as it is a valuable resource where extensive details on cases can be stored and used to provide evidence on best case practice.

Elevate the team experience: VCMS encourages accountability amongst individual employees and ensures that all employees work as a team to elevate case management. As data is stored in real-time, all updates are visible and can be traced back to each employee. This ensures that everyone plays their part in job completion as well as increases motivation and job satisfaction.

Increased accountability and heightened management: Before VCMS, there was little to no accountability for caseworkers. There was a lot of handholding from management. For example, the previous system did not adequately capture the "last activity" and "assigned to" fields making it impossible to trace which caseworker was responsible for updating information on client follow-up and reintegration status. While assessments were completed, this information didn't immediately reach management as caseworkers often took time to update their case notes. With VCMS being cloud-based, and also navigable on any device that can connect to the internet, this meant that management could easily track a case or any assigned duties allocated to individual caseworkers.

Improved Data Capture and Service Provision: With VCMS being accessible via the internet, data captured in the field, and the details pertaining to cases are more accurately recorded. Additionally, this eliminates the tiresome process of first recording on paper and then entering it into the system. With the old system, many caseworkers at SHE Rescue had to rely on their memory of site visits in the case management meetings. The information relayed was often incomplete, or much of the details were lost in the process and as a result of poor data recording. With the implementation of VCMS, SHE Rescue has been able to improve their services and more efficiently capture detailed data on clients and cases.

GENERAL IMPROVEMENTS TO RECORDKEEPING

The team at SHE Rescue believe that there is still much to learn about VCMS and its capacity. Monitoring and Evaluation will be the key focus for the future; once the team becomes adept at system use and navigation. Management would like to shift into producing more long-term reports and include metrics that can measure impact of services over time. This will be crucial in understanding the areas that require further attention or funding. The overarching goal from VCMS use is to perfect the organizational function of SHE and improve the care and services provided to survivors. Additionally, the current capacity of the organization falls short on using the analytics features inside VCMS. It is hoped that this feature will eventually be more integrated into the day to day work of the organization, after all visual display of data holds greater value in the modern day.

LESSONS LEARNED

Many lessons have been learned in the entirety of the adoption and implementation process. Here we highlight the six most important lessons learned from the initial adoption process through to its regular use:

1. Make sure you have buy-in from the team: When adopting a new case management system, it is very important that the whole team is involved in the initial pre-adoption phase. Successful implementation and use will only be possible if the whole team understands the value of the system and what the long terms benefits of the system can be. This also helps ensure accountability.

2. Make sure the training on the system is thorough: As VCMS is housed in Salesforce, it is not always easy to learn in the initial phase. Due to the complexity of the components and the diverse functionality, it is important that partners are provided with thorough training and even re-training to master system navigation.

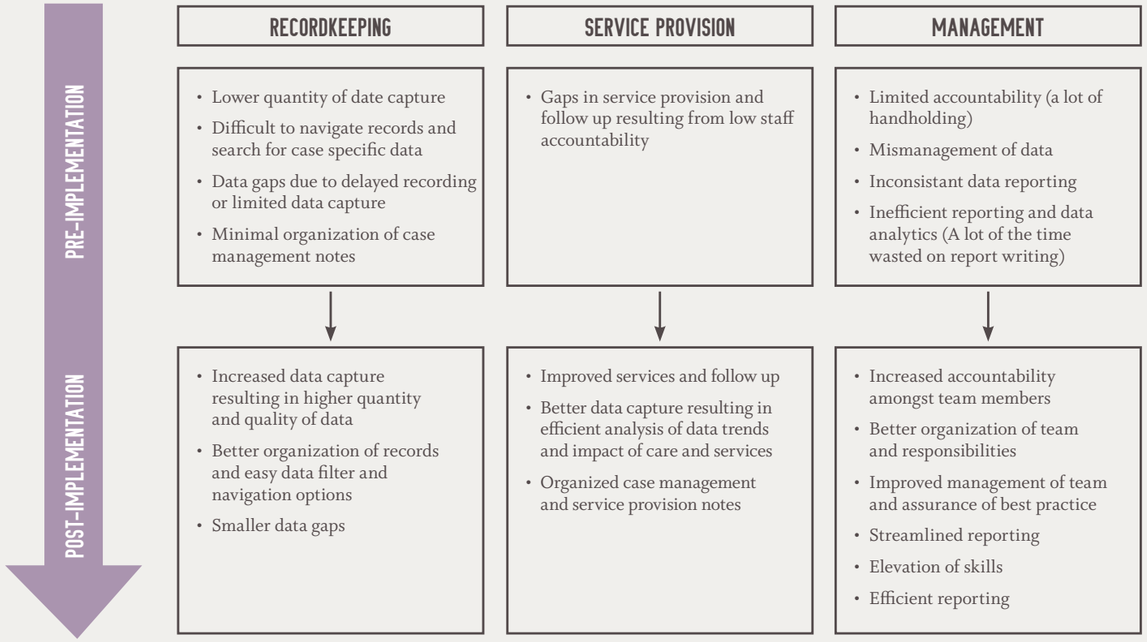
3. Ensure there is a sustainable process for transfer of knowledge: Transfer of knowledge of is a key component of adoption VCMS. It is important that management team members get training on the system in order to ensure sustainability in the transfer of knowledge in the future. Organizations with high staff turnover should always have a key focal person in management who can provide training to new staff. It is also always better to provide training in groups than one-on-one.

4. Understand the value of streamlined record keeping: It shows where a break in services is occurring and helps organizations address them. Being able to identify these problems means they clients are getting the support and services they deserve. Record maintenance and data protection are added value. Complex data analytics can also be performed.

5. How important it is to mitigate gaps in data capture: Upon use of VCMS it becomes clear that organizations who do not use structured digital recordkeeping face major gaps in data which can depreciate the quality of reports and analytics. Data gaps are of major concern to organizations as it is difficult to make effective policy when without proper data.

6. The importance of time and quality and relationships: Efficiency of any team is improved exponentially when record-keeping and case management is streamlined. It reduces the time spent on producing reports and improves the quality of analytics and reporting which in turn can aid in strengthening relationships with donors and the government.

A DIAGRAM HIGHLIGHTING THE EFFECTS OF VCMS ADOPTION.



CONCLUSION

Overall, the adoption of VCMS has really transformed data recording, case management, and reporting for SHE Rescue. The system has allowed for increased efficiency in analyzing the impact of their programs and understanding the trends in the needs of survivors of trafficking. It has also been a useful tool for cross-organization collaboration as the referral and sharing mechanism inside VCMS has proven to be very helpful in cases where clients are shared. The transformation in management and elevation in the team structure are two of the most significant changes brought about ever since the shift to VCMS. The SHE Rescue management now can efficiently manage all employees and improve accountability, which in turn has allowed for a heightened sense of responsibility amongst team members to provide excellent care and follow through for clients. The fundamental advantage of data security adds to the list of advantages, along with the increased capacity to efficiently filter and analyze progress and needs. Reporting, which was once and time-consuming and cumbersome process, is now managed efficiently, yielding high-quality report outputs that impact the donor decision to fund the SHE cause. Increased credibility with the government ensures that SHE will continue to prosper as an organization working to combat trafficking in Cambodia.

CASE STUDY 3:

NIGHTLIGHT

NIGHTLIGHT

SUMMARY

NightLight was founded in Bangkok in 2005 to provide opportunities for holistic intervention and transformation to women, families, and communities that have been affected by the global sex industry. Their work is guided by the understanding that healing trauma is a complex process and that true transformation comes from attention to the whole person, their family, and their community. Over the past fifteen years, NightLight has developed a strong reputation in the anti-exploitation sector for their commitment to intentional outreach, compassionate intervention, and holistic restoration for any survivor of sex trafficking or exploitation that crosses their path. NightLight adopted VCMS in 2015 with the hope of easing administrative burden and streamlining data capture and operations. This drive was further motivated by a need to access records remotely by any member of the organization at any time and thereby increase both efficiency and quality data capture.

OVERVIEW

Founded in Bangkok by founder/CEO Annie Dieselberg, Nightlight "is an international organization compelled by love to reach out to, rescue, and restore all those who are negatively impacted by sex trafficking and commercial sexual exploitation." Nightlight has two branches in Bangkok, the primary areas of focus, while its administrative and research headquarters are located in Missouri in the United States.

NightLight Foundation (Branch 1)

NightLight Foundation is the registered non-profit that offers programs and services to support both local and international victims of trafficking and forced prostitution in the Nana/Sukhumvit areas of Bangkok. Its programs include emergency shelter and crisis intervention, counseling and peer-support groups, life skills courses, employment and job training, support for continuing education and safe repatriation.

In addition, NightLight also serves to educate the public about the impact and consequences of trafficking and exploitation. They continue to support the necessary work of equipping future and current leaders, visionaries, and catalyzers from around the world with the resources and skills to combat trafficking and exploitation in their own communities. The NightLight outreach team meets hundreds of women and children every year through bar visits, street-level interactions, beauty shop outreach, and medical clinics. NightLight Foundation also runs a coffee shop which has become a presence of light and hope in the midst of the red-light area. Partnering with The MST Project (Men and the Sex Trade), their coffee shop remains a space to build friendships and provide alternative entertainment options to all members of the community.

NightLight Design, Co. Ltd (Branch 2)

NightLight Design is a registered business in Bangkok that offers alternative employment and personal development opportunities to women who have come out of or are at risk of, prostitution or trafficking in Thailand. Each product (including handcrafted jewelry, accessories, and apparel) is handmade by the women at NightLight, helping each woman to secure her freedom and capacity to support herself and her family. NightLight employees learn business skills (e.g. accounting, marketing, inventory management, etc), further develop important life skills, and take English language classes. They receive a competitive salary and benefits package, and Nightlight provides scholarships, continuing education, and child care for those who need it.

As a whole, the organization uses a four-pronged approach as part of their work strategy:

SERVE: The team at Nightlight is committed to serving any victim of sex trafficking or exploitation.

INTENTIONAL OUTREACH AND COMPASSIONATE INTERVENTION: Using outreach as a method to identify victims, NightLight offers rescue and intervention services to ensure that victims are safely brought into their care. Building strong relationships with victims is a crucial part of identifying needs and building a care plan to best suit each individual.

HOLISTIC RESTORATION: Due to the complexities of each issue, NightLight follow a holistic restoration approach which develops and implements a care plan around the needs of the victims, their families and the community.

SPIRITUAL AND PRACTICAL CARE: The team is heavily engaged in building relationships in order to meet both the practical and spiritual needs of every client.

PRIMARY ISSUE DRIVING CONSIDERATION FOR ADOPTING VCMS

Prior to adopting VCMS, Nightlight's data was collected in various ways, including but not limited to the use of google drive, excel spreadsheets, paper files, and local computer networks. With a fragmented approach to data collection and recording platforms, it became incredibly difficult for the team to cross populate the data and build a systematic methodology for their reporting. To resolve these concerns, Nightlight wanted to implement an online system that could be shared amongst their team. In 2015, Nightlight was invited to join the VCMS. The overall objective of its implementation was to improve the efficient and accuracy of their administration and streamline their data capture and operations. Implementing VCMS would also ease concerns relating to data security, making the system an obvious choice over other case data management systems.

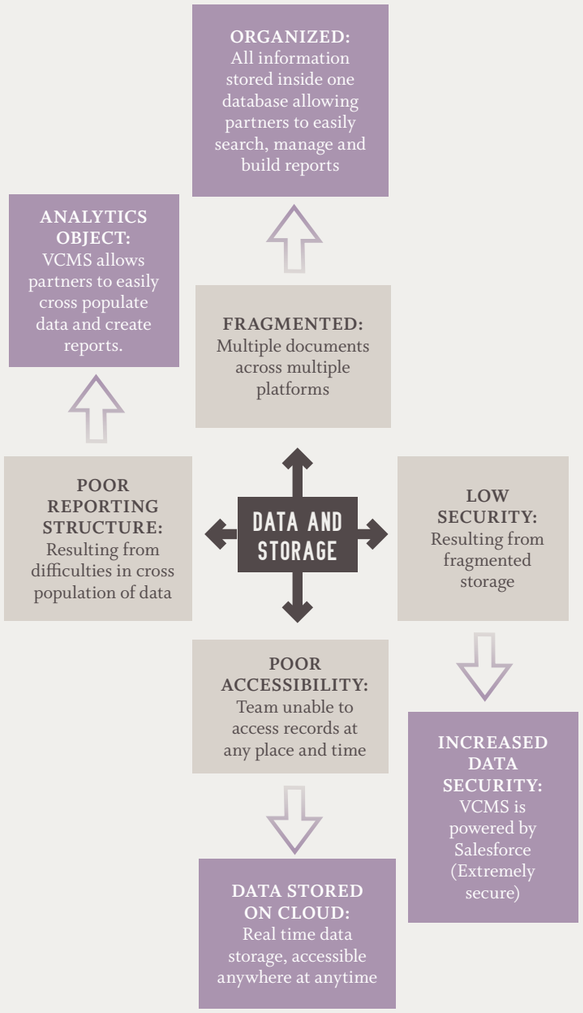
SECONDARY ISSUE DRIVING CONSIDERATION FOR ADOPTING VCMS

One of the main concerns for any organization capturing and recording data using multiple forms on multiple platforms is that reporting becomes complex and vulnerable to errors. Report generating requires accessing and reviewing data files manually and creating elaborate spreadsheets to cross-compile statistics for tracking. This process is time consuming and creates a lot of extra work. A reason to adopt VCMS is that it would ease reporting. The functionality in VCMS allows NightLight to filter data fields from within any object record and a user can easily run reports to obtain a better understanding of victim progress, data trends and service provision.

GENERAL IMPROVEMENTS TO RECORD-KEEPING

After adopting VCMS, Nightlight has found many positive changes in the way their victim data is now recorded and stored. VCMS has led to the adoption of a more ethical case management practice, where case updates and clients' progress are captured more frequently, allowing the NightLight team to adjust care plans and service provision based on the changing needs of the client. More importantly, however, is the drastic shift from using various tools and platforms to just using one system. VCMS has allowed record-keeping to become a simpler and more structured process, while still allowing detailed data capture. As a whole, VCMS adoption has truly eased the administrative and operational burdens of capturing, recording, and reporting data. A streamlined methodology decreases the time spent on capturing data and building records, which in turn allows NightLight to focus on the quality of the data they capture and most importantly on the care they provide.

A DIAGRAM HIGHLIGHTING THE EFFECTS OF VCMS ADOPTION.



EXAMPLE OF ADVANTAGES OF VCMS

There have been several advantages from having adopted VCMS:

INCREASED DATA SECURITY: As VCMS is powered by Salesforce and the data security is strong.

STREAMLINED DATA CAPTURE AND RECORDING: Using one system to record data helps to reduce data gaps/loss and it improves analysis which in turn supports better client services. It also significantly reduces the administrative and operational burden that comes with having to use various systems.

INCREASED ACCESS: As VCMS is a cloud-based system, any record can be accessed at any time and from any location. There is no longer the stress of navigating various platforms. This a been one of the greatest advantages for the NightLight team.

IMPROVED REPORTING STRUCTURES: NightLight has benefitted greatly from the ability to track their work and services more comprehensively and with increased accuracy. They can better understand trends and patterns, which has been a key part of management and planning.

INCREASED DATA SHARING AND IMPROVED CARE: NightLight has found the information sharing features of VCMS especially beneficial, allowing the team to share important case information in a secure and timely manner. Additionally, it has aided in keeping support plans and case notes updated. This has ensured that their clients receive more comprehensive care to meet their ongoing needs.

MORE ACCOUNTABILITY: The task and event objects within the system has allowed executive management to assign and track the progress of data managers and case workers. This has helped increase the level of accountability.

CONCLUSIONS

The NightLight team found VCMS to be the best fit for their organization. It has provided them with flexibility, data security and comprehensive case management capabilities. Furthermore, they have greatly benefited from the technical support provided by the VCMS staff, a service made available to any partner using the system. One concern that requires more attention is the increased need for a translation system. As organizations like NightLight input their data in various languages, this can oftentimes lead to gaps when reporting. The team at Liberty Shared as in the process of resolving this matter.

ADDITIONAL LESSONS LEARNED

As a team, Nightlight has learned the importance of updating records for each client as is consistent with the design of the VCMS. They have also adapted to the changes in the VCMS as it has evolved over time. The most important lessons can be summarized thus:

1. **The importance of technology:** VCMS is critical for organizations wanting to record and track case management data and, because it uses Salesforce's technology, ensure the client's information is secure. A case management system will reduce the trouble of manual report building and data wrangling to create visualizations. Finally data analysis, which would be very difficult to complete manually, can identify relationships between clients, such as victims who are exploited by the same perpetrators, share the same hometown or moved along the same trafficking routes.

2. **The importance of mitigating gaps in data capture:** Without a structured recordkeeping system, organizations can easily fail to identify the weakness in their services, poor performance and inaccurate reporting. It is very easy to miss pertinent information in the data capture process if there is no structured and secure method for recording and reviewing client data. In turn then, this materially hinders the quality of the reports produced for strategic and management reviews and reports to donors.

LIBERTY SHARED

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