STOP THE TRAFFIK's Organisational Evaluation – Executive Summary

Final Report
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Executive Summary

Since its inception STOP THE TRAFFIK (STT) has been focused on creating a world where people are not bought and sold. To contribute towards this goal, STT has developed an intelligence-led prevention approach: informing its focus at a local, national and global level. STT believes that it delivers this approach using a model that it calls 'collect-analyse-share'.

This evaluation was commissioned as part of STT's agreement with Comic Relief. The evaluation was co-designed between STT and the evaluators using a participatory approach and focused on the four change areas that STT would like to better understand its impact on:

- Prevention of human trafficking risk
- Knowledge of signs and how to respond appropriately
- Behaviour when coming across a potential trafficking situation or in order to prevent one; and
- Approach of the anti-trafficking sector[1], promoting collaboration, data use and sharing.

This evaluation also considers STTs successes and challenges and any additional results that are highlighted.

Findings - STT's Activities and Results

STT's results derived from its activities are considered in the light of the four change areas set out above.

Prevention of human trafficking risk

There is evidence that STT has delivered work that has contributed towards an improved understanding of the risk of human trafficking. This improved understanding was observed at all levels and across diverse stakeholders within community partnerships, business and financial services partnerships, and its campaigning and policy influencing work. A central part of the work undertaken by STT relates to improving intelligence related to the risk of human trafficking and modern slavery.

STT has delivered social media campaigns with local partners in diverse settings that have been successful in raising awareness of the risk of human trafficking. These campaigns have been geographically targeted for example: Nigeria-Libya-Italy; Kenya and Uganda; Croydon; Fenlands and Lincolnshire-Lithuania. These have been collaborative with STT reaching out to various partners in the different locations. Local partners also benefitted from increased interactions with target communities and groups, such as increased calls to help lines, increased attendance at drop-in centres, etc.

In its work with corporates, STT has again used the relationship development approach to drive success in its work. STT's work with businesses is also intended to raise awareness of the risk of modern slavery and human trafficking. This is done through training and a supply chain audit process related to the sector, in order to help them respond more effectively.

At a community level, STT has delivered programming across four areas in the UK that has included developing partnerships and networks in Manchester, East Sussex, Colchester and London. For example, this has included setting up the Business Forum in Greater Manchester to support businesses responding to the Modern Slavery Act s. 54, and wider collaboration and intelligence-sharing across public, private and third sectors.

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[1] STT defines the 'anti-trafficking sector' as all organisations and groups who work to disrupt human trafficking and modern slavery through prevention, identification, rescue or rehibiltation, if this work is their main focus or not.

In increasing the perception of the risk of human trafficking, STT has prioritised relationship-development as a key approach to designing and delivering interventions that have delivered immediate results. This approach proved to be crucial in ensuring initiatives were well designed, relevant and effective.

Knowledge of signs and how to respond appropriately

Under this second area of change that STT has been working towards, we have found evidence that STT does share knowledge of the signs of human trafficking and information and knowledge about how to respond appropriately to potential human trafficking situations. STT does this through training initiatives and awareness raising events and activities.

To enable its community and business stakeholders and the public to respond and thus to prevent human trafficking, STT has acted to share knowledge of signs of modern slavery and human trafficking, and information about how to respond to it, that is tailored to the stakeholder it is addressing. Thousands of people have participated in STT-facilitated activities across communities and amongst STT's business partners in the past three years.

A key message is that modern slavery is hidden in plain sight. Knowledge of signs to look for and how to respond appropriately are key elements of interventions in order to enable the public to respond where they have concerns. Participants in STT-facilitated training or other activities reported an increased likelihood of knowing what to do when presented with a potential human trafficking situation.

Awareness raising activities were also targeted at professionals. Some focused on single professionals like prison staff, taxi drivers, Modern Slavery Single Points of Contact, business directors, operational managers and front line staff in key industries such as hospitality and banking, while others entailed multiple agencies. Professionals learned about the risk of modern slavery and human trafficking, indicators to help them spot it, their responsibilities as first responders or according to their organisation's policy, and appropriate actions to take.

By working in partnership with a range of stakeholders, STT has developed and shared knowledge of the signs of human trafficking and information and knowledge about how to respond appropriately to potential human trafficking situations. It has done so using a range of intervention types and approaches that have been appropriate, relevant and of value to its stakeholders and audiences.

Behaviour when coming across a potential trafficking situation or in order to prevent one

A wide range of behaviour changes have been observed resulting from STT's work with its stakeholders. In most cases we have seen reports from participants of intended changes and use of knowledge. It is significant that we have been able to record a broad range of behaviour change

There is some early evidence that people who have received STT's training are using it to report on potential trafficking situations and those who have been targeted by STT's social media campaigns have responded positively to the campaign and reached out to the local partners. This is a difficult area of change to measure as STT collects and has access to limited training-based feedback and generic social media reporting, which describes intended, but not actual behaviour change.

Much of STT's work to deliver changed behaviour is done at a systemic level in a collaborative manner with partners across sectors.

Other changes in behaviour reported by partners included: encouraging the public to download the STOP APP and report incidences, raising awareness of the risk of human trafficking and encouraging individuals to change their behaviour, undertaking referrals to the National Referral Mechanism or completing Duty to Notify forms, reporting concerns to a specified email or telephone number or referring potential victims to the police force.

Behaviour change has also been reported by STT's corporate partners, especially with regard to changes in reporting and monitoring processes and supply chain audits. System and process weaknesses were often highlighted during training sessions with corporate partners, with potential changes to systems and processes also being discussed. Corporate partners also reported staff being more aware of the potential for modern slavery and human trafficking and taking steps to respond to situations that they thought could represent a potential case of trafficking.

Organisations that have partnered with STT on social media campaigns have reported an increase in demands on their services as a result of the campaigns.

One element of STT's Community Practice remit is to enhance the support and protection of victims. Although this does not feature as part of STT's prevention-focused evaluative framework, much of this work delivered results during the evaluation's time period and it is apparent that there have been a variety of successes in relation to this objective, including providing systemic changes in organisational practice.

Another expectation of STT's Community Practice programme was not only awareness-raising/training of front-line professionals but also an increase in referrals of potential victims of modern slavery. This has been observed through formalised channels developed within local authorities and informal channels, such as from the taxi drivers trained by STT in Colchester.

In summary, there has been a wide range of different behaviour changes resulting from STT's work. Behaviour change has been observed in most stakeholders and at both individual and organisational levels.

Approach of the anti-trafficking sector, promoting collaboration, data use and sharing

STT's unique approach of collaborative partnerships is successful and valued by its partners. These collaborative partnerships have resulted in shared data for analysis and circulation amongst STT's partners.

STT's operational model is heavily focused on collaborative partnerships that result in shared data for analysis and circulation amongst STT's partners. STT's partners are very positive about working with STT and report that it is unique amongst the NGOs that they work with in being able to work and speak with the partner's stakeholders using language that they understand.

STT has been most successful at working with other organisations at both a local and global level. The work of its Community Practice programme has a key focus of bringing diverse stakeholders together in what sometimes end up as being fully-fledged networks. Outside of this work delivered at a local level, STT has differentiated itself by being prevention-focused rather than victim-focused, which has led it to work with a wide range of partners outside of the sector, rather than staying exclusively within the traditional anti-trafficking sector. This broader reach and partnership working approach has enabled STT to extend it influence beyond the anti-trafficking sector.

Where STT has been able to affect the development of a data-sharing network at a global level, is in its relationship with IBM and the development of the Traffik Analysis (TA) Hub. The TA Hub is in many respects the physical embodiment of the goal that STT had set for its collect-analyse-share model: a network of organisations and agencies across sectors, all sharing their data and information in such a way that the data can be jointly analysed to indicate possible areas of human trafficking or modern slavery activity or the potential for such activity, and appropriate action can be taken. As stakeholders build up trust in the TA Hub, this membership and data sharing-based network has the potential to thrive and deliver the kind of network envisaged by STT.

Other achievements not included in the Hypothesis

It is STT's involvement with the policy change process that led first to the UK's Modern Slavery Act and then subsequently the inclusion of section 54 of the Act that is perhaps the single most

underestimated impact amongst all of the organisation's work. STT worked with Peter Talibart to analyse data and develop a coherent argument that has been used to influence (currently) three legislative processes across three continents: The UK, Australia and Canada. Common to all of them is the requirement of company directors (or persons controlling the company business) to sign off on an annual statement or report about modern slavery in their supply chains. This is crucial for two reasons. Firstly, because it raises awareness of modern slavery in corporate supply chains, which itself is an important result and can contribute towards the reduction of modern slavery feeding into the legitimate economy. Secondly, in most jurisdictions, company directors signing off on corporate statements of one form or another carries legal and compliance implications and associated penalties for getting it wrong. The strengthening of the UK law and the alignment of other jurisdictions with the corporate reporting requirement makes tackling modern slavery at a global level more likely and highlights the influence of STT's analysis and the policy submissions made by one of its partners on three separate jurisdictions.

Successes & Challenges about STOP THE TRAFFIK's Approach

What has been clear during this evaluation is the high degree of relevance that STT's partners have found in working with STT in a collaborative manner. There is strong evidence that stakeholders report that both the process of working with STT and the results achieved through the interventions are both useful, used and appropriate to the stakeholders' requirements.

There is also strong evidence that sustainability in the results generated by STT's interventions is being developed. There is significant evidence that stakeholders have integrated changes into their systems and processes or core way of working, and that these changes are viewed as permanent. Some have had to develop new systems or processes as a result of the work done with STT, while others have demonstrated changed institutional behaviour with respect to their own partners and supply chains.

Local partnerships have also delivered opportunities to effectively disrupt modern slavery and human trafficking. STT has been identified as a trusted partner and opportunities have been created to develop more sustainable and effective responses based on this learning and collaborative practice.

STT's social media campaign work has been very effective, achieving most of the pre-identified goals for each campaign. These campaigns are also well recorded and reported on, with concise analysis conducted post-campaign to inform future design and development. STT's partners have reported that they believe their partnerships with STT are very effective. Local delivery partners are an important element of STT's social media campaign model. Partnerships developed for social media campaigns are often time-limited and can be perceived as being more beneficial to STT than to the local partner. In these instances, the trust-building between organisations critical to campaign success can be challenging as STT is seen as being literally far away from the targeted communities.

What is less clear is how STT is measuring effectiveness from its end. While a robust and appropriate MEL approach has been put in place, the MEL tools are inconsistently applied, making it difficult to identify effective delivery of STT plans across the four change areas STT is working towards. Effective change can be difficult to measure and identify in the moment, especially where the operational model is one of ongoing partnerships rather than defined projects with clear exit dates. This is why the Outcome Mapping and Outcome Harvesting approach used in STT's MEL approach is most appropriate. Use of the outcome journals that have been designed should be encouraged, so that during its regular review meetings, STT can clearly see the changes taking place in its boundary partners, and can track these changes over time towards its stated goals.

One MEL challenge also relates to the difficulty of measuring the impact of STT work on prevention and on behaviour change. For example, to understand if behaviour changed as a result of awareness raising aimed at front-line professionals, STT had started to survey professionals 3-6 months after the training to see if and how training changed their and/or colleagues' behaviour. This is similar for

understanding the longer term effectiveness of its Social Media campaigns, which should have similar medium- to long-term follow up.

Another challenge to measuring effectiveness is the absence of regular milestones to be achieved between today and when the goal stated in the Theory of Change might be achieved. More structured planning for periods of three to five years might help STT to clarify what it expects to achieve in these smaller time periods that will help it move towards its goal. Such planning can be developed in a sufficiently flexible manner so as to allow the organisation to take advantage of unforeseen opportunities and still remain on track towards each set of milestones. Moreover, a review of milestones would fit in with the learning environment being fostered within the MEL processes.

What is clear however, is that the most effective work that STT had engaged in, in order to disrupt modern slavery and human trafficking at a global level has been the analysis and evidence submitted in support of the UK Modern Slavery Act as set out in the section above. This legislative framework has helped drive not only its own work, but the work of many of its partners and, where appropriate, their supply chains.
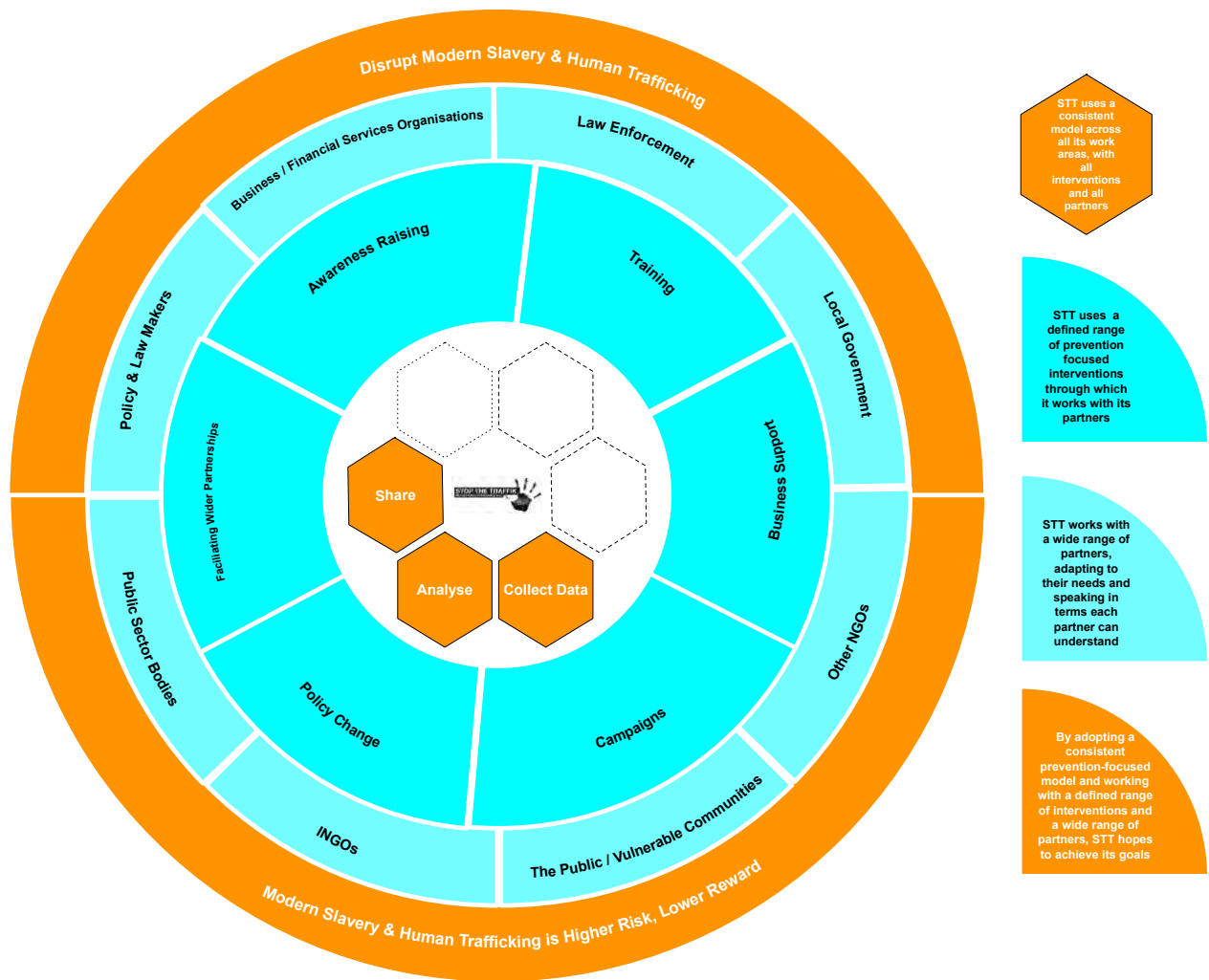
Conclusions

What appears to have made STT so successful, and is seen as added value by its stakeholders, is STT's ability to engage with stakeholders and partners in a manner relevant to the partner's needs. It is rare for NGOs to be able to speak to businesses in a way that the businesses can understand and appreciate, whilst being able to have a similar relationship with law enforcement agencies.

STT is highly valued for its collaborative approach and its global reach. Partners and other stakeholders believe that STT regularly punches above its weight and has an influence wider than its own scale. At the same time, STT is valued for its independence and ability to bring diverse groups together to affect change at a local level too. It is clear that STT's work at a local and systemic (campaigns, corporates, FSOs, etc) level reflect the same collaborative approach to working with stakeholders and partners.

Where STT is less successful is in understanding its own work and influence internally. The organisation appears to be unaware of the degree of its success and potential and the apparent siloed way of working is prohibiting better flexible working and more responsive approaches to the needs of stakeholders.

STT's reference to its model as 'collect-analyse-share' is slightly misleading. We have found that the actual model being used and appreciated by stakeholders and partners is 'partnership-trust-collect-analyse/share-(use)'. Partnership development and building trustworthiness is crucial to the collaborative approach that STT promotes. A collaborative approach is also much more than a transactional event, as the current model description suggests. In addition, ensuring that partners and stakeholders are well placed to make use of the data that is shared with them and can actually use it, is essential to the overall success of this approach.

While our investigation found that the majority of the hypothesis developed with STT at the start of the process was valid, there are areas where the hypothesis appears to not take account of what has actually been achieved or is being achieved. As such we have developed a revised hypothesis that outlines these additional outcomes.

Model of STT's Approach

Diagram labels:

Disrupt Modern Slavery & Human Trafficking

Business / Financial Services Organisations · Law Enforcement · Local Government · Business Support · Other NGOs · The Public / Vulnerable Communities · INGOs · Public Sector Bodies · Policy & Law Makers

Awareness Raising · Training · Facilitating Wider Partnerships · Policy Change · Campaigns

Share · Analyse · Collect Data · STOP THE TRAFFIK

Modern Slavery & Human Trafficking is Higher Risk, Lower Reward

STT uses a consistent model across all its work areas, with all interventions and all partners

STT uses a defined range of prevention focused interventions through which it works with its partners

STT works with a wide range of partners, adapting to their needs and speaking in terms each partner can understand

By adopting a consistent prevention-focused model and working with a defined range of interventions and a wide range of partners, STT hopes to achieve its goals

The hypothesis shown above can also be described as a strategic framework in which STT has at its heart a recognisable operating model. STT uses this model to deliver a range of interventions and programmes with and across a wide range of stakeholders and partners. In effect it makes no difference whether STT is delivering policy change interventions to an Independent Review panel or training 700 taxi drivers, the same model is in play and if appropriately measured and tracked could move STT closer towards its twin goals.

Finally, it is reasonable to say that STT is a unique NGO with a specific operating approach that its stakeholders find valuable and relevant. With appropriate strategic development, STT could continue to punch above its weight and deliver significant results against modern slavery and human trafficking globally.

Recommendations

Following on from our conclusions above we have put forward the following recommendations for consideration. These recommendations should be viewed as a whole, integrated set of actions and activities that, when delivered together, will have a positive effect on STT.

1. Monitoring, Evaluation and Learning

STT has already started to address its MEL systems and processes and some of these recommendations are already under consideration. MEL is also a crucial aspect of structured strategic planning and these recommendations will also feed into the strategic planning recommendation below.

1.1 More consistent application of the MEL process, particularly Outcome Mapping and Outcome Harvesting.

1.2 Develop output-level targets for activities and use them alongside outcome-level targets to measure the performance of activities and interventions to determine success and effectiveness.

1.3 Follow up 1.2 above with longer term data collection to see whether change sticks

1.4 Consider conducting a value for money assessment of STT's key achievements, using an approach such as SROI to understand the value of the social change generated by STT's work. This may be attractive/useful to key stakeholders and donors in the UK and fits with looking at trafficking as a business. The approach can be adapted for a multi-jurisdiction assessment if needed.

2. Strategic Planning

2.1 More structured planning for periods of three to five years, including strategic milestones, might help STT to clarify what it expects to achieve in these smaller time periods that will help it move towards its goal.

2.2 Integrate the strategic framework arising from this evaluation into STT's strategy/business plan.

3. Policy Influencing

3.1 STT's policy influencing work has had a significant impact globally. Resources should be invested in developing policy work within STT to (at the very least) monitor and react with targeted policy change work at an international, national or industry-wide level as needed.

4. Integrated Working Approach

STT has a recognised brand. It is viewed as impartial and collaborative in its work to prevent and disrupt modern slavery at local, national and international levels. Its credibility is in part due to its feet on the ground, embedded in local communities and businesses and then extending its reach internationally.

4.1 We recommend that STT retains the existing practice teams, i.e: Community, Business, Marketing & Communications (campaigns) and Research & Intelligence, and at the same time breaks down the silos between teams.

4.2 Improved internal collaboration and communication will enable the internal silos to be broken down. STT should work on developing a management and project management approach that draws on good practices in the Agile and Matrix traditions in order to retain that urgency about its work as it normalises systems and processes and matures as an organisation.

5. Sharing Good Practice

STT had developed practices in a number of activities that are successful and effective. These need to be recorded and should be shared internally and externally. Internal sharing of good practice will ensure that as STT grows, it can retain its organisational intelligence and ensure that activities are done in the most effective way. External sharing would enable external stakeholders or those with an interest in preventing modern slavery to see what works, under what conditions and for whom. It will also raise STT's profile as a thought leader in the sector. Over time, this could be evolved into a learning agenda for STT, focused on its strategic framework or long-term vision.

STOP THE TRAFFIK Management Response

Recommendation	Management Response	Ownership	Actioned By

1.	**1. Monitoring, Evaluation and Learning**
	 STT has already started to address its MEL systems and processes and some of these recommendations are already under consideration. MEL is also a crucial aspect of structured strategic planning and these recommendations will also feed into the strategic planning recommendation below.
	 1.1 **More consistent application** of the MEL process, particularly Outcome Mapping and Outcome Harvesting.
	    1.1.1 Use of the outcome journals that have been designed should be encouraged, so that during its regular review meetings, STT can clearly see the changes taking place in its boundary partners and can track this change over time towards its stated goals.
	    1.1.2 OM Journals and other MEL tools should be as user-friendly and integrated into existing systems and processes as possible.
	    1.1.3 At the regular sharing sessions, each team articulates learning both in terms of project management and monitoring activities from its activities in that period. This learning should be integrated into monitoring systems and programme management systems to ensure STT continues to improve its internal systems and processes for efficiency and effectiveness.
	 1.2 Develop **output-level targets** for activities and use them alongside outcome-level targets to measure the performance of activities and interventions to determine success and effectiveness.
		STT was always a learning organisation as it tested its assumptions in action, trialled and learnt from new initiatives.
		 Comic Relief's grant in 2018 enabled us to employ a dedicated Monitoring, Evaluation and Learning Specialist to systemise the MEL practice, which we have been doing since September 2018.
		 It is clear from this evaluation that the organisation had developed an evaluative thinking approach, and MEL practices have been put in place.
		 We acknowledge the need for more robust monitoring and more accessible tools to be used and embedded, and have developed a plan to put this recommendation in place.
			MEL Specialist	Reviewed system put in place March 2020

	1.3 Follow up 1.2 above with **longer term data collection** to see whether change sticks 1.4 Consider conducting **a value for money assessment** of STT's key achievements, using an approach such as SROI to understand the value of the social change generated by STT's work. This may be attractive/useful to key stakeholders and donors in the UK and fits with looking at trafficking as a business. The approach can be adapted for a multi-jurisdiction assessment if needed.			
2.	**2. Strategic Planning** 2.1 More structured planning for periods of **three to five years, including strategic milestones**, might help STT to clarify what it expects to achieve in these smaller time periods that will help it move towards its goal. 2.2 **Integrate the strategic framework** arising from this evaluation into STT's strategy/business plan.	For the first time since its founding, STT had embarked on the development of a 10-year view and a 3-year strategy in the summer of 2019, in a participatory process with staff, managers and board. The 2019-2022 strategy had now been published internally and externally, as appropriate.	CEO	January 2020
3.	**3. Policy Influencing** 3.1 STT's policy influencing work has had a significant impact globally. **Resources should be invested in developing policy work within STT** to (at the very least) monitor and react with targeted policy change work at an international, national or industry-wide level as needed.	Our work to influence systemic change had always been opportunistic – when we saw an opportunity to influence, we acted upon it. At the same time of this recommendation and as part of developing our 3-year strategy, we have now added a 6th strategic objective to influence local, national and global systems to embrace an intelligence-led approach to disrupt trafficking. We will be developing an accompanying operational plan to implement, too.	CEO	Implementation started January 2020
4.	**4. Integrated Working Approach** STT has a recognised brand. It is viewed as impartial and collaborative in its work to prevent and disrupt modern slavery at local, national and international levels. Its credibility is in part due to its feet on the ground, embedded in local communities and businesses and then extending its reach internationally.	STT had been rapidly growing since 2017, from 6 staff members to 18 today. As the demand for our work had grown, we have been working to ensure our systems and processes remain fit for purpose, size and resources. One of the reasons for this evaluation was a desire to see how we create impact that is bigger than the sum of our parts, and we worked with the evaluation team to adapt project management	Operations & Governance Coordinator	Implementation starting January 2020

4.1 We recommend that STT **retains the existing practice teams**, i.e: Community, Business, Marketing & Communications (campaigns) and Research & Intelligence, and at the same time **breaks down the silos between teams**.
 	
4.2 **Improved internal collaboration and communication** will enable the internal silos to be broken down. STT should work on developing a management and project management approach that draws on good practices in the **Agile and Matrix** traditions in order to retain that urgency about its work as it normalises systems and processes and matures as an organisation. Examples of potential for collaboration include:
 	
  4.2.1 Collaboration between R&I and Business teams in terms of identifying hotspots and seeking funding from local banks to deliver training. This can be part of their corporate responsibility under section 54 of MSA.
 	
  4.2.2 R&I , Communications and Community Practice teams should work together proactively to develop the "Use" aspect of the strategic framework in relation to community practice stakeholders. The Communications team could also consider the data value proposition for community practice stakeholders to ensure greater buy-in.
 	
  4.2.3 Detailed case studies of partnerships that have involved two or more internal teams should be written up and used as internal learning resources to encourage greater interdependency between the teams
	approaches to support us working in a more integrated manner. The Management Team is leading on trialling a way for us to think of our work through a project lens and operate more interdependently.	

| 5. | **5. Sharing Good Practice**
5.1 STT had developed **practices in a number of activities that are successful and effective**. These need to be recorded and **should be shared internally and externally**. Internal sharing of good practice will ensure that as STT grows, it can retain its organisational intelligence and ensure that activities are done in the most effective way. External sharing would enable external stakeholders or those with an interest in preventing modern slavery to see what works, under what conditions and for whom. It will also **raise STT's profile as a thought leader in the sector**.[2] Over time, this could be evolved into a learning agenda for STT, focused on its strategic framework or long-term vision. Examples of STT's approach that could be documented and shared include:
  5.1.1 Social Media Campaigns – why STT's collaborative approach is successful
  5.1.2 Working with local authorities to develop a victim support pathway.
  5.1.3 Promotion of data collection and sharing data - why this is important to disrupting human trafficking.
  5.1.4 Targeted policy work that has a global influence
  5.1.5 Effective cross-sector working with different stakeholders (business, public sector, etc.) | STT was established 15 years ago as a campaigning organisation. In the past 5 years we have embarked on an intelligence-led path, and following the establishment of our MEL practice and the implementation of independent evaluations such is this one, we now feel we are in a place to share our practice with others.
We have been sharing information about our work in events and conferences, especially in the past year or so.
We are currently working on a campaign handbook, detailing the way we run geo-targeted, social media-focused campaigns.
We are now monitoring opportunities to publish more about our work, and will be developing a plan to share more good practice as part of our Communications Strategy. | Head of Strategic Communications | Implementation starting January 2020 |

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[2] We appreciate that there is a capacity issue here and this might be an opportunity for collaboration with academic institutions, e.g. Centre for the Study of Modern Slavery at St Marys University to produce reports and/or more academic style articles documenting STT work.