

STOP THE TRAFFIK – Theory of Change

October 2017



STOP THE TRAFFIK
PEOPLE SHOULDN'T BE BOUGHT & SOLD

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Theory of Change Narrative

STOP THE TRAFFIK ('STT') exists to develop, implement and encourage the replication of models of intelligence-led prevention that will lead to the systemic disruption of Modern Slavery and Human Trafficking ('MSHT'). In order to achieve that vision, it seeks to overcome four key barriers to the prevention of MSHT:

- The lack of globally pooled and openly accessible intelligence relating to MSHT
- The lack of coordination between law enforcement, local government, banks and other financial services organisations, businesses, NGOs and local community groups working to combat MSHT
- The lack of awareness and prevention training for individuals working in law enforcement, local government, banks and other financial services organisations, businesses, NGOs and local community groups
- The lack of systemic support to businesses, banks and other financial organisations to enable them to combat MSHT

Centre for Intelligence-Led Prevention

Prevention is Critical: STT recognises that intelligence is critical to the prevention of MSHT – that society cannot stop what it cannot see. STT collects thematic, typically non-personal, data into a secure database within the Centre for Intelligence-Led Prevention ('CfILP') (9) from local MSHT reporting tools (such as the STOP APP) (1), through data sharing partnerships with law enforcement, banks and other financial services organisations, businesses and NGOs (2), through its own desk-based research (3) and through access to partners' open-source data lakes (4).

Awareness Raising and Data Capture Campaigns: CfILP also runs 'RAISE' (Resilience, Awareness, Intelligence-Led, Sustainable Engagement) campaigns in targeted communities and along human trafficking routes (12, 13). CfILP and STT Community Action ('STTCA') identifies local partnerships in those communities (6) and works with local partners to tailor and refine campaign materials to be used in local social media campaigns (7). CfILP also develops relationships with technology companies (e.g., Facebook, Google) to provide free or low-cost campaign tools (8). The RAISE campaigns simultaneously raise awareness levels of MSHT among the local community and generate data that can be incorporated into CfILP's secure database. CfILP monitors campaign results and collects local MSHT data within the secure database (14) and debriefs on each RAISE campaign with partner organisations so that key learnings can be incorporated into local practice and into future campaigns (15). Data from each campaign is shared with local law enforcement, local government, NGOs and community groups so that they can develop local targeted, intelligence-led anti-MSHT programmes and initiatives (31). Local people in target communities also become more aware of MSHT, increasing their resilience to MSHT (32) and encouraging them to use the STOP APP and other reporting tools to report instances of MSHT to the CfILP (37).

Data Analysis and Sharing: CfILP analyses data collected within its secure database using its data lab, in order to identify trends and hotspots in MSHT activity (10). CfILP shares data internally within STT and externally with banks and other financial services organisations, businesses, law enforcement organisations, local government and anti-MSHT NGOs to inform their programmes and activities (11). As a result, global, national and regional law enforcement, businesses, banks, local government and anti-MSHT NGOs have access to reliable information that will inform intelligence-led systemic disruption of MSHT (30).

Credibility and Trust: As data is shared by CfILP and used to deliver intelligence-led anti-MSHT programmes and initiatives, STT's model of systemic disruption becomes increasingly credible to global, national, regional and local partners (including law enforcement, local government, NGOs, technology partners, banks and other businesses) (35). More data sharing partnerships are established (34), increasing CfILP's data coverage and making it more effective, and ultimately more predictive, in its ability to expose and prevent MSHT (33). More technology and academic partnerships are also established, contributing to the development of Ada (see (5) below), the CfILP data lab and reporting tools (36). Increased credibility also encourages local partners and individuals to promote and use the STOP APP and other reporting tools (37). Global and local anti-MSHT strategies adopt principles of STT's systemic disruption strategy (58) and are increasingly intelligence-led (57).

The Future of Intelligence-Led Prevention: Given the overriding need for data critical mass and transparency of ownership, STT recognises that its own secure database is likely to be only a prototype for a single, global, open source and independently managed database that can consolidate data on a much larger scale. STT is working with other partner organisations to plan for such a database, codenamed 'Ada' (5).

STT Community Action

Coordination: STT Community Action ('STTCA') delivers local anti-MSHT programme coordination in targeted communities through paid STT hub coordinators (16). As a result, local law enforcement agencies, local government, NGOs and community groups in those locations are better coordinated and therefore more effective in their delivery of anti-MSHT programmes and initiatives (43). STT also encourages and facilitates the creation, growth and coordination of other local volunteer anti-MSHT community groups (17) meaning that local volunteer anti-MSHT community groups exist in more communities vulnerable to MSHT (40). STT's own coordinated local groups help to provide a best practice model on which local volunteer anti-MSHT community groups in other geographies can model their delivery (39). The wider credibility of STT's model of systemic disruption encourages more organisations to engage in the model (44) and ultimately a greater number of local law enforcement and local government organisations, NGOs and community groups are better coordinated in combatting MSHT (59).

Training: STTCA delivers MSHT awareness and prevention training to local law enforcement and local government organisations, NGOs and community groups to improve their ability to counter MSHT (18) and train-the-trainer programmes to local partners for them to train individuals and organisations in their communities (19). As a result, local law enforcement and local government organisations, NGOs and community groups are better able to identify MSHT and to put appropriate prevention strategies in place (41, 42). The wider credibility of STT's model of systemic disruption encourages more organisations to engage in the model (44) and ultimately a greater number of local law enforcement and local government organisations, NGOs and community groups are better trained to combat MSHT (60).

STT Business Community Action

Systemic Removal of MSHT from Supply Chains: STT Business Community Action ('STTBCA') delivers MSHT awareness and prevention training to businesses (20). It also delivers consultancy services, including detailed supply chain risk analysis leveraging CfILP data, to help businesses to understand the MSHT risk within their supply chains (21, 22). As a result, businesses are more sensitised to MSHT in their supply chains, are better able to self-regulate their supply chain risk and better able, at all levels, to identify and report MSHT (45). They are better able to comply with their responsibilities under the Modern Slavery Act and to remove MSHT from their supply chains (46). They are also more likely to originate and lead their own RAISE campaigns (55). Consultancy organisations recognise the value of intelligence-led prevention and are motivated to deliver intelligence-led risk analysis to their clients (53). Ultimately, with critical mass, the business sector will be systematically empowered and equipped to self-regulate their supply chains (61).

Data Sharing into CfILP: STTBCA delivers supply chains analysis back to CfILP for incorporation in the secure database (47). As a result, CfILP (and ultimately Ada) capabilities are significantly increased through the incorporation of business data (56).

STT Finance Community Action

Finance Community Network Development and Data Sharing: STT Finance Community Action ('STTFCA') intentionally networks and builds relationships with banks and other financial services organisations (23), creating an enhanced understanding within the finance community of the power of CfILP (and ultimately Ada) in combatting MSHT (48). Banks and financial services organisations are more likely to originate and lead their own RAISE campaigns (55). STTFCA also shares both specific and thematic data with banks and other financial services organisations (24), delivers MSHT awareness and prevention training (25) and helps financial services organisations to create identifiers and 'red flags' for detecting suspicious activity (26). As a result, banks and other financial services organisations are better able to identify financial transactions that involve MSHT (26), enabling financial flows to be freed from the proceeds of MSHT (49). MSHT becomes higher-risk and less profitable to those engaged in it (63).

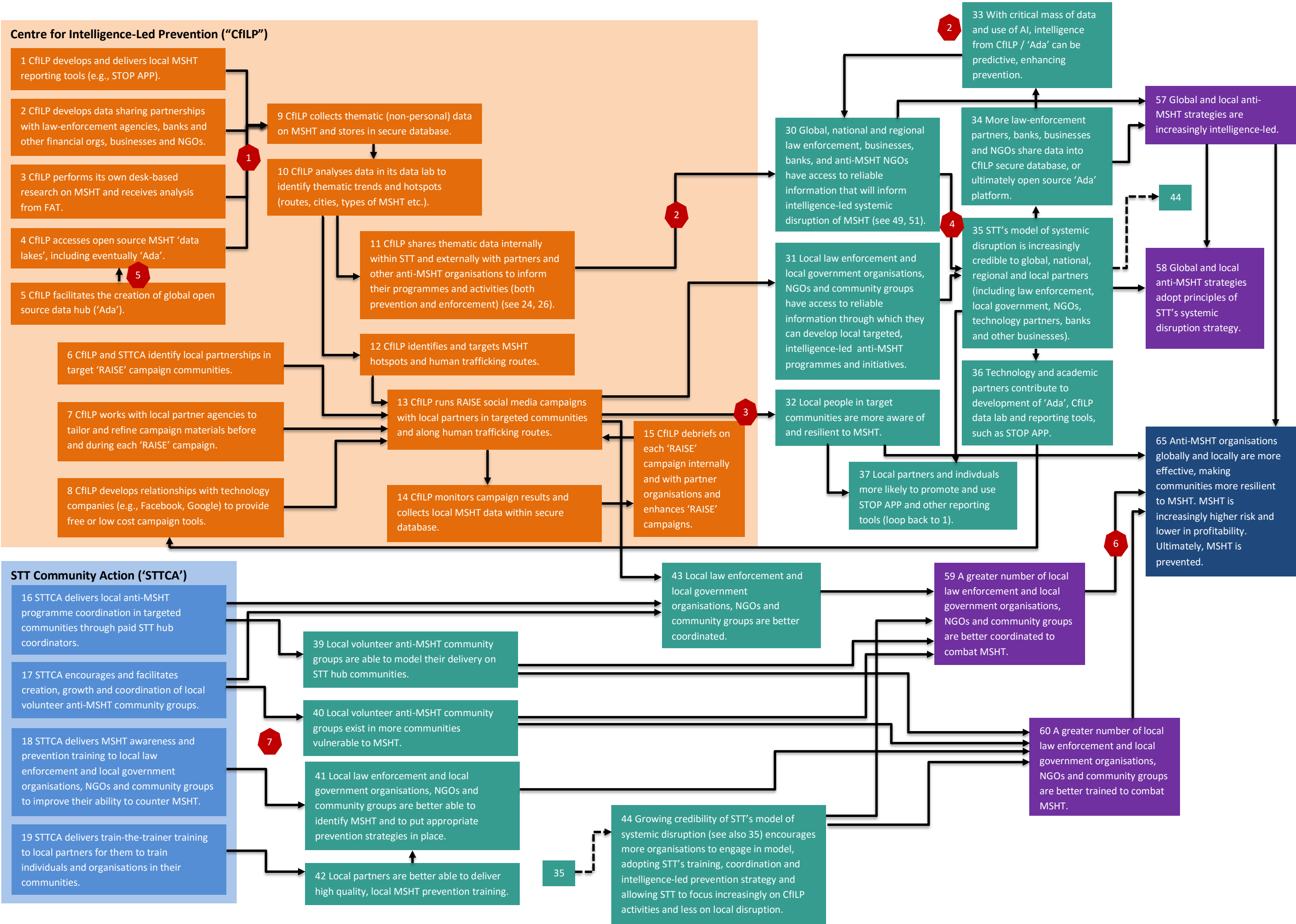
Trust and Credibility: In addition, banks' and other financial services organisations' trust of STT and its model of systemic disruption is increased through the intelligence they receive from CfILP (48) encouraging them to share further non-sensitive thematic data with CfILP (and ultimately Ada) (54) and therefore increasing CfILP (Ada) capabilities (56).

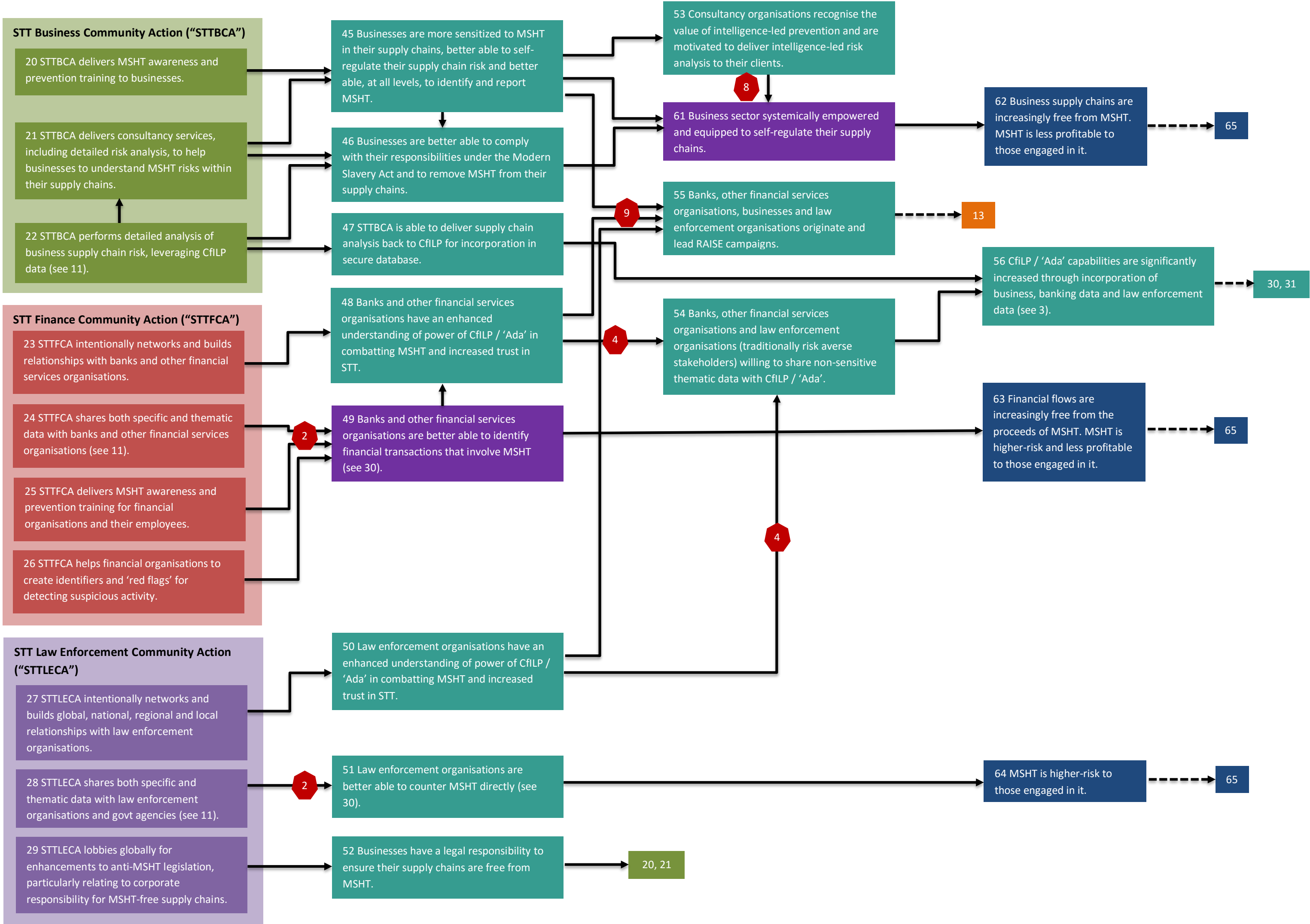
STT Law Enforcement Community Action

Law Enforcement Community Network Development and Data Sharing: STT Law Enforcement Community Action ('STTLECA') intentionally networks and builds global, national, regional and local relationships with law enforcement organisations (27), creating an enhanced understanding within the law enforcement community of the power of CfILP (and ultimately Ada) in combatting MSHT (50) and encouraging them to share non-sensitive thematic data with CfILP (Ada) (54). Law enforcement organisations are also more likely to originate and lead their own RAISE campaigns (55). STTLECA also shares both specific and thematic data with law enforcement organisations and government agencies (28), enabling law enforcement organisations to counter MSHT directly (51) and making MSHT higher-risk to those engaged in it (64).

Lobbying for Anti-MSHT Legislation: STTLECA lobbies globally for enhancements to anti-MSHT legislation, particularly relating to corporate responsibility for MSHT-free supply chains (29). As a result, more businesses have a legal responsibility to ensure that their supply chains are free from MSHT (52), ensuring that more businesses engage in examining and remediating their supply chains (20, 21).

Detailed Theory of Change Mapping

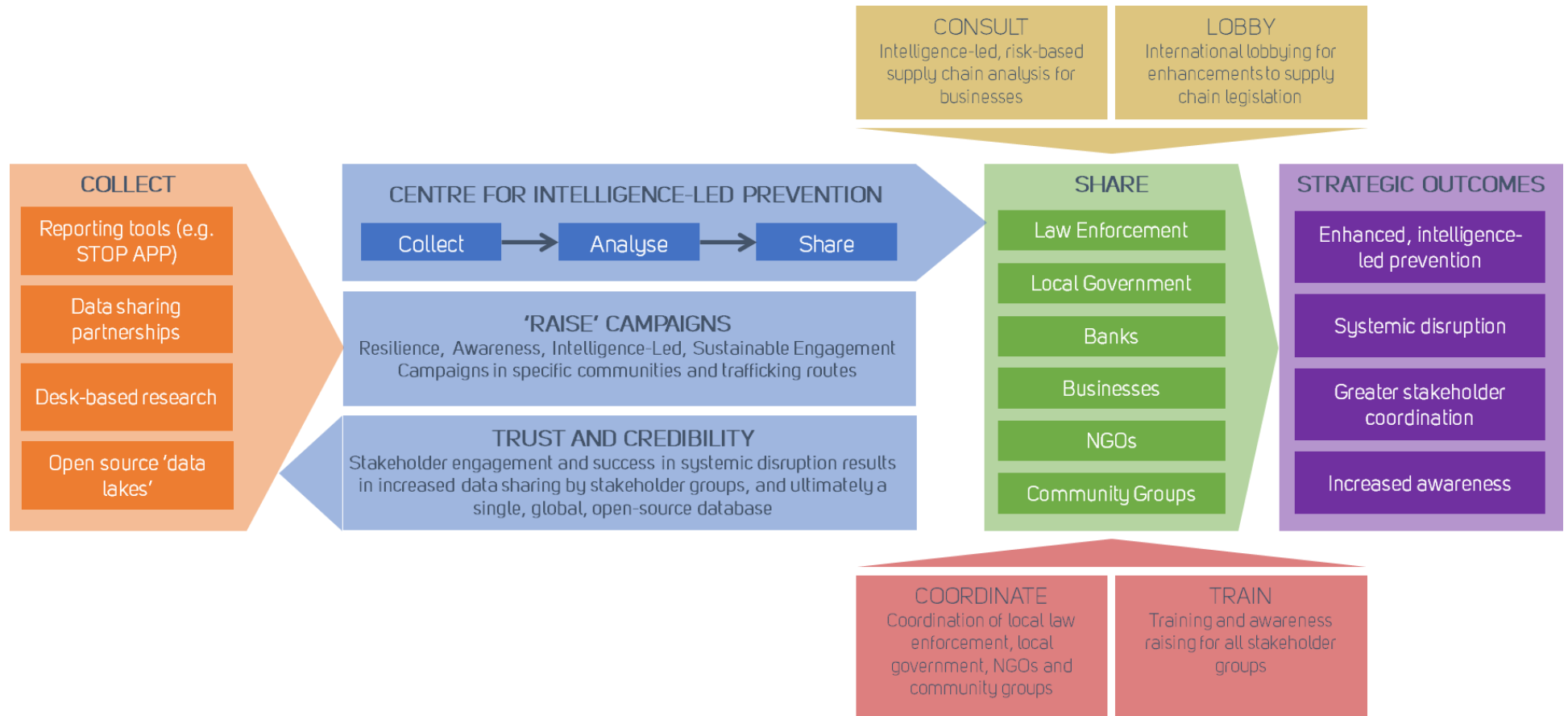




Key Assumptions

1. CfILP will be able to collect enough data through all different collection strategies (1,2,3,4) to reach critical mass and ensure its proper operation.
2. Data collected, analysed and shared by CfILP will be of adequate scale, depth and quality to inform intelligence-led systemic disruption of MSHT. In particular, enough data will be harvested to allow predictive analysis.
3. RAISE campaigns genuinely and sustainably raise awareness of MSHT in communities in which they are run.
4. Data sharing from CfILP and success stories from local partners do lead to increased credibility for STT's model of systemic disruption and to further data sharing by businesses, banks and other financial services organisations, law enforcement organisations and NGOs.
5. The appropriate global players are capable of coming together, and overcoming political issues and the reticence to share data, in order to develop Ada.
6. Better coordination of anti-MSHT groups leads to better prevention of MSHT.
7. STTCA is able to seed systemic change in both coordination and training, allowing STT to step back from local community coordination work and to focus on intelligence-led prevention work in CfILP.
8. Other consultancy organisations recognise the value of intelligence-led prevention and are motivated to deliver intelligence-led risk analysis to their clients.
9. Greater awareness of MSHT and the potential of STT's model of systemic disruption does lead banks, other financial services organisations, businesses and law enforcement organisations to originate and lead RAISE campaigns.

Summarised Theory of Change



Glossary of Key Terms

Vision, Mission, Ethos: Every charity's strategic purpose (and the strategic outcomes it is therefore looking to deliver) is informed by its vision, mission and ethos (whether those are explicitly stated or implicit in its work).

Activities: An organisation's programmes and activities; in other words, what the organisation actually does.

Inputs: The resources an organisation puts into its programmes and activities (e.g., people, financial resources, facilities, equipment).

Outputs: The measured output of an organisation's programmes and activities (e.g., number of people accessing the organisation's programmes, numbers of training courses run).

Strategic Outcomes: The ultimate social changes that the organisation is seeking to deliver itself over a meaningful time horizon.

Intermediate Outcomes: The intervening social changes which must occur in turn in order to reach the organisation's ultimate strategic outcomes. These are the outcomes that are typically the bedrock of the organisation's MEL framework, as they are usually more measurable than strategic outcomes (as they are shorter-term and typically univariate).

Assumptions: Record the assumptions made in causality within the theory of change. In some cases, the organisation will be relatively certain of the direction and extent of causality between two intermediate outcomes. However, in others – particularly in new programmes of activity, causality will be more uncertain. In these cases, causality should be tested within the MEL framework, allowing the programme to be enhanced through learning.

Wider Outcomes: Social changes that are relevant to the organisation's work but which lie beyond its direct influence or control and are delivered by other social actors.

Accountability Ceiling: An expression of the extent of the organisation's influence or control. This lies between the organisation's own strategic outcomes and the wider outcomes that are achieved by other actors. For instance, a school might consider student A-level grades part of its own strategic outcomes but the university grades those students achieve would be wider outcomes beyond the school's accountability ceiling.

Strategy: Strategy in many organisations is a mix of theory of change and strategy. Organisations can spend wasted strategic planning time rearticulating the business model. A key value of theory of change is that it delineates the business model from strategic planning, providing real focus to the process of developing strategy and ensuring that it truly reflects what will change over the strategy cycle (new activities, more or less of existing activities or the cessation of existing activities). As a result, strategic planning can become significantly more efficient and effective.