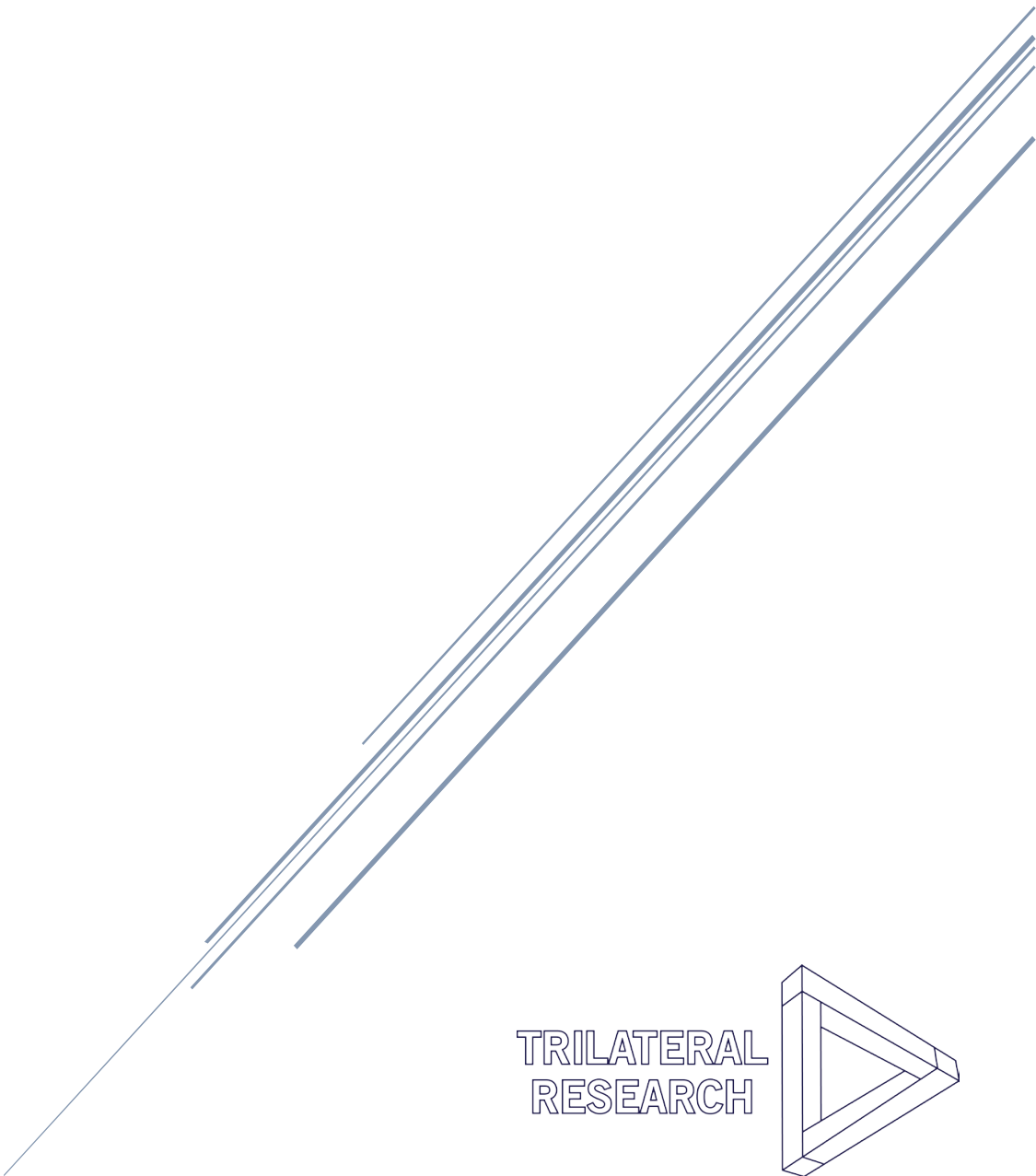


Project Solebay: Modern Slavery Risk Assessment Methodology and Methodological Description

Trilateral Research Ltd.



Executive Summary

This is the final report produced for Project Solebay, which developed a risk assessment tool (at Technology Readiness Level 4) for the UK military to support their response to modern slavery and human trafficking (MSHT). In a broad subject covering many aspects of the Ministry of Defence (MOD), such as post-disaster relief to supply chain management, this report provides a focus on MSHT in conflict as a catalyst for change. Nevertheless, beyond conflict, the concepts and methodologies presented in this report could be applied to all aspects of military operations.

Chapter 1 introduces the project and provides an outline of its contribution to current UK military capabilities in supporting human security activities. The research methodology for the project is presented in Chapter 2, emphasising the close engagement between Trilateral Research and the UK MOD which was grounded in a co-design approach to research and development. Chapter 3 provides a breakdown of the key risk factors related to MSHT in conflict, noting the distinction between threat and vulnerability factors, that has also influenced the evolution of the tool from a singular risk assessment to a threat/vulnerability assessment and a scenario-based risk assessment.

The design and conceptual and technical development of the risk assessment is discussed in Chapter 4. This chapter first considers the difference between *indicators* and *risk factors*, then conveys the process of generating the risk assessment question sets, the answer options, and the additional user inputs. Following this, Chapter 4 explains three key changes as part of the evolution of the assessment. First, the ‘impact’ dimension of risk was re-conceptualised in a manner that provides a more readily meaningful assessment of impact from the perspective of the military. Second, the assessment drew inspiration from the military’s intelligence collection plans (ICP) to devise a range of question prompts to help guide the user in answering each question. Third, the risk assessment was disaggregated into a threat and vulnerability assessment – with questions on: armed and/or criminal groups; host nation forces; governance; demographics; socio-economic issues; migration; and health and environment – and a scenarios-based impact and risk assessment. The division of the tool in this manner allows the project to contribute more directly to the MOD’s growing human security analysis capabilities.

Chapter 5 discusses the use of the tool within Trilateral’s data-driven risk assessment platform, STRIAD. The chapter first explains how STRIAD is used to create and conduct a new risk assessment project, and how to use STRIAD’s various features and data visualisation dashboards to support broader risk assessment efforts. Second, the chapter outlines the changes that were made to STRIAD following a pre-deployment pilot. The pilot was necessary for Trilateral’s wider efforts in advancing beyond the use of Microsoft Excel for long-term assessment of risk.

The report concludes in Chapter 6, including some reflections on the extent to which the project has met its objectives and how Trilateral intends to build on the work conducted through Project Solebay to move towards supporting the military’s broader efforts in the human security space.

The project produced the following tangible assets: an initial version of the risk assessment methodology, implemented in Trilateral’s cloud-based STRIAD platform; a Microsoft Excel version of the risk assessment tool; and demonstration video for the tool; a range of open-data dashboards in STRIAD providing insights on MSHT risk; and an edited book on MSHT in conflict (forthcoming).

Project Solebay has contributed to the MOD's work by developing a risk assessment methodology that can be used to support military planning (e.g. human terrain analysis and target audience analysis) and programme management (e.g. needs analysis, theory of change, and Monitoring and Evaluation [M&E]). It enables a stronger understanding of the salience of MSHT threats and vulnerabilities by thematic area, thereby supporting the development of more targeted outreach activities, information activities, and broader human security activities; and it enables individuals the assessment of the most likely and consequential MSHT-related risks in order to support adjustments to planning activities where necessary and the recommended the application of mitigations where possible. The tool will enable the MOD to better consider and assess the MSHT-related threats, vulnerabilities and risks when planning human security activities. More broadly, the project has contributed to the advancement of the MOD's discourse and considerations around MSHT, as part of the growing focus upon human security within UK defence planning, policy and doctrine.

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