



## 2019 Asian Evaluation Week

Quality Evaluation for Better Results: Local,  
National, Regional Perspectives

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# **Trust, Collaboration, and Patience: How JICA and the Royal Thai Government Strengthened Capacity to Combat Trafficking in Persons in Thailand**

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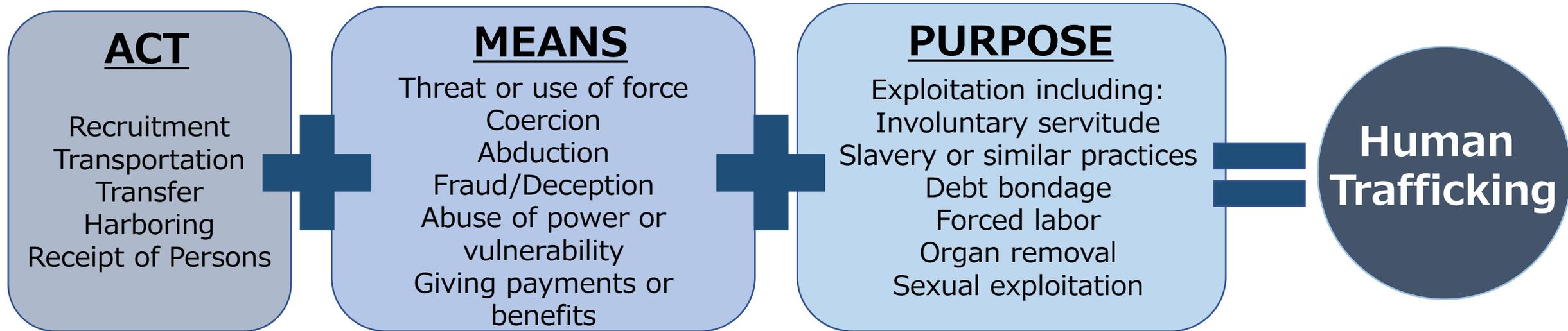
# Outline

1. Introduction
2. Motivation for Conducting Process Analysis
3. Methodology
4. Results
5. Lessons Learned

# 1. Introduction

## ◆ Development Challenge: Human Trafficking

### ■ Definition

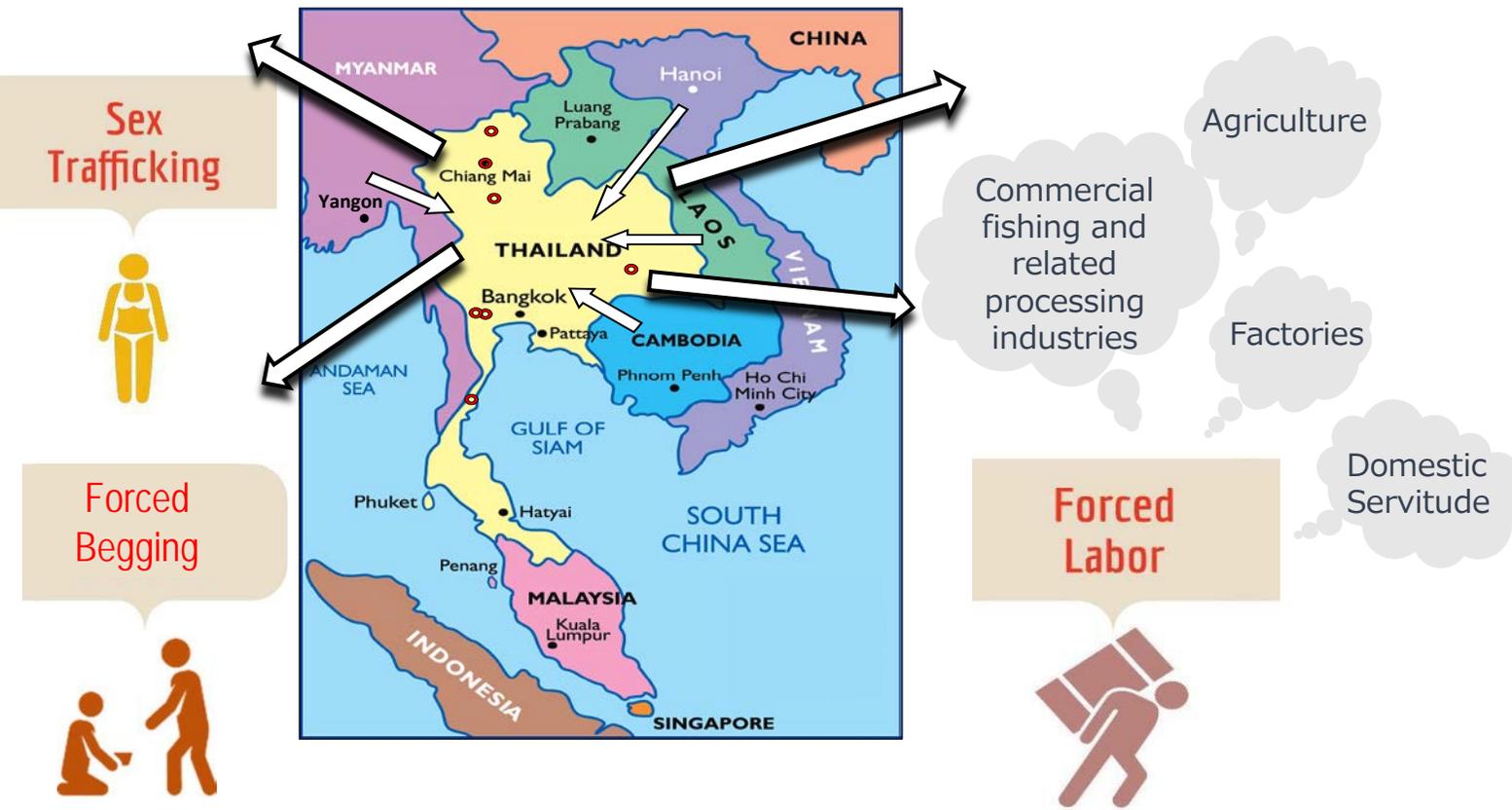


### 【Human Rights Violations】

- Destroying lives
- Weakening the rule of law
- Undermining families and communities
- Strengthening transnational organized crime networks

# 1. Introduction (cont.)

## ◆ Trafficking in Persons (TIP) in Thailand



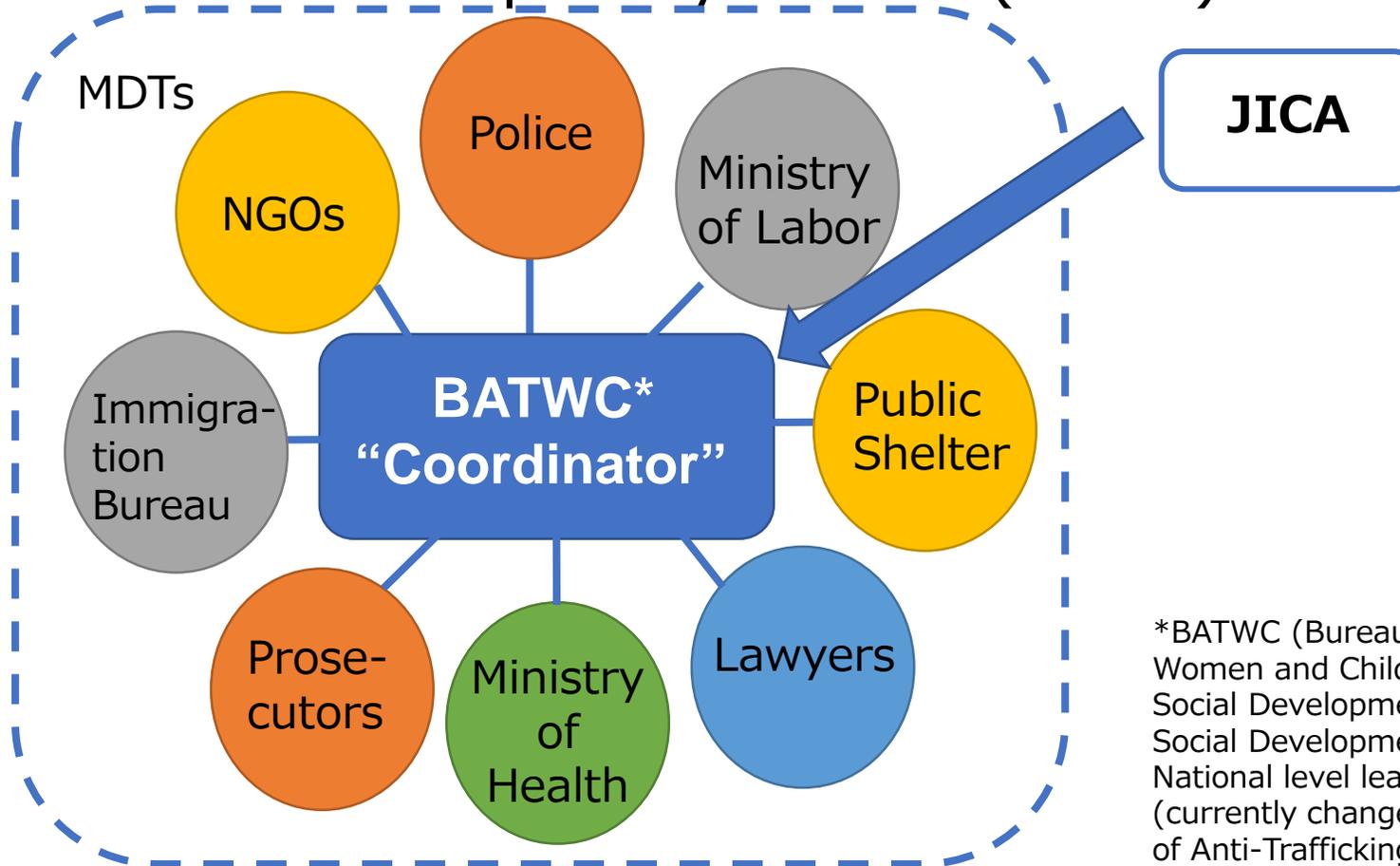
- Source, destination, and transit country
- Male, Female, and child victims
- Foreign, Thai and non-Thai residents



**Full scope of human trafficking is very difficult to grasp**

# 1. Introduction (cont.)

- ◆ Addressing Human Trafficking in Thailand
  - Development of Multi-Disciplinary Teams (MDTs)

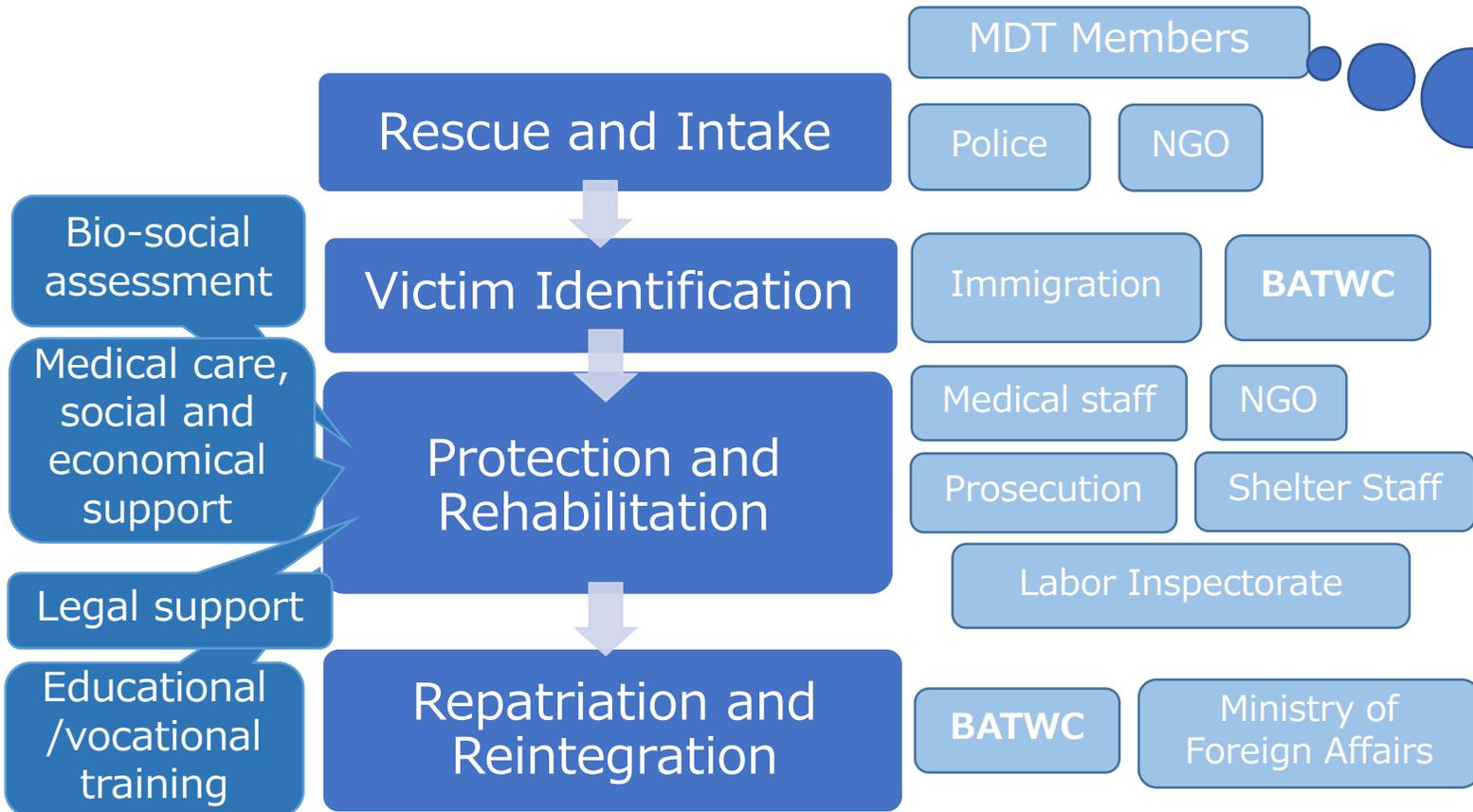


\*BATWC (Bureau of Anti-Trafficking in Women and Children at the Department of Social Development and Welfare, Ministry of Social Development and Human Security) : National level leading agency of the project (currently changed the name as the Division of Anti-Trafficking in Persons (DATIP))

# 1. Introduction (cont.)

## ◆ Addressing Human Trafficking in Thailand

### ■ Providing comprehensive services



**Delivery Challenges**  
 Effective coordination among and high engagement of each MDT member were required to provide comprehensive services

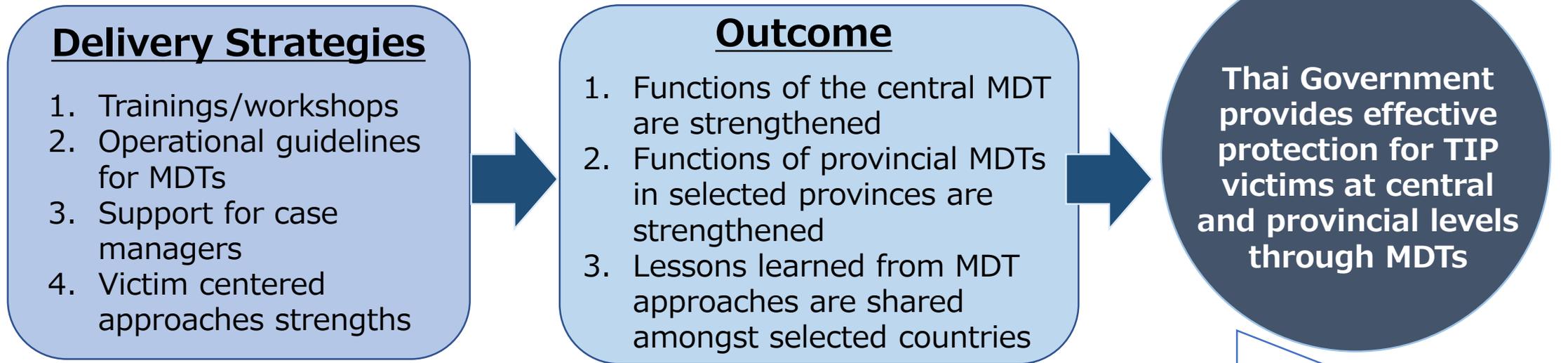


JICA and the Royal Thai Government agreed to collaborate to improve the capacity of MDTs

# 1. Introduction (Cont.)

## ◆ Project on Strengthening of MDTs for Protection of Trafficked Persons in Thailand

### ■ Logic Model of the Project

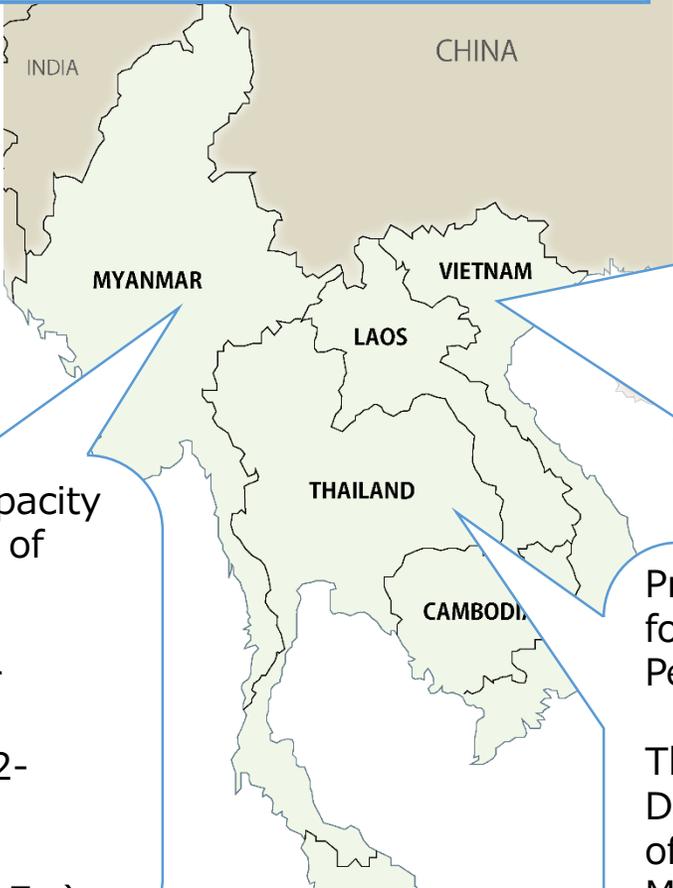


#### Theory of Change:

Improving knowledge, relationships among MDT members, and raising the profile of lead agency to strengthen anti-TIP coordination

# 2. Motivation for Conducting Process Analysis

JICA's anti-TIP projects around GMS



Project on Capacity Improvement of Recovery and Reintegration Assistance for Trafficked Persons (2012-2016)

↓  
Phase2(2017~)

Project for the Establishment of Anti-Trafficking in Persons Hotline in Vietnam (2012-2016)

↓ Phase2

Project for Strengthening the Operation of Hotline for Counseling and Supporting Trafficked Survivors (2017-2020)

Project on Strengthening of MDTs for Protection of Trafficked Persons in Thailand (2009-2014)

↓ Phase2

The Project on Capacity Development on Assisting Victims of Trafficking in the Greater Mekong Sub-regional Countries(2015-2019)

## ◆ Background

- Identifying useful lessons for the new projects
- Subsequent projects planned to expand reach to other Mekong regions
- Examination of potential obstacles and difficulties during project implementation needed to be examined for efficiency and effectiveness

# 3. Methodology

## ◆ Researcher

### ■ Lauren Damme

- Mansfield Fellow (2016-2017) from U.S Department of Labor
- Background in TIP issues and qualitative research

## ◆ Methodology

### ■ Qualitative and Cross-sectional study

- Conduct documents review and background research develop hypotheses about delivery challenges
- Set minimum standards of validation for a delivery challenge
- Develop sensitive questionnaires for semi-structured interviews with stakeholders against validity of hypotheses
- Triangulate evidence
- Draft case study

# 3. Methodology (cont.)

## ◆ Minimum Standards for Validation/Inclusion

■ Purpose: to ensure this case study is reasonably certain to be true, and not the opinion of any single individual or organization

■ The minimum standards for delivery challenge group 1,2 (before/during):

● A minimum of 6 sources, at least 1 source from each of 3 out of 4 of the following groups:

- JICA staff
- External experts/consultants (Thai and Japanese)
- Government of Thailand staff
- 2007-2008 interview groups or other project documents

■ The minimum standards for delivery challenge group 3 (only project management issues):

● A minimum of 3 sources from 2 of the following groups:

- JICA staff
- External experts/consultants (Thai and Japanese)
- Government of Thailand staff

## ◆ Delivery Challenges

### 1. Inter-agency Coordination

- a. Unbalanced power among agencies
- b. Bureaucratic structure
- c. Disincentives to collaborate
- d. Low capacity/resources for outreach

### 2. Capacity to Provide Effective Services

- a. Lack of clarity on roles and responsibilities
- b. Difficulty in identifying victims
- c. Complexity of laws
- d. Government personnel turnover
- e. Complexity to process Thai returnees

### 3. Project Design and Management

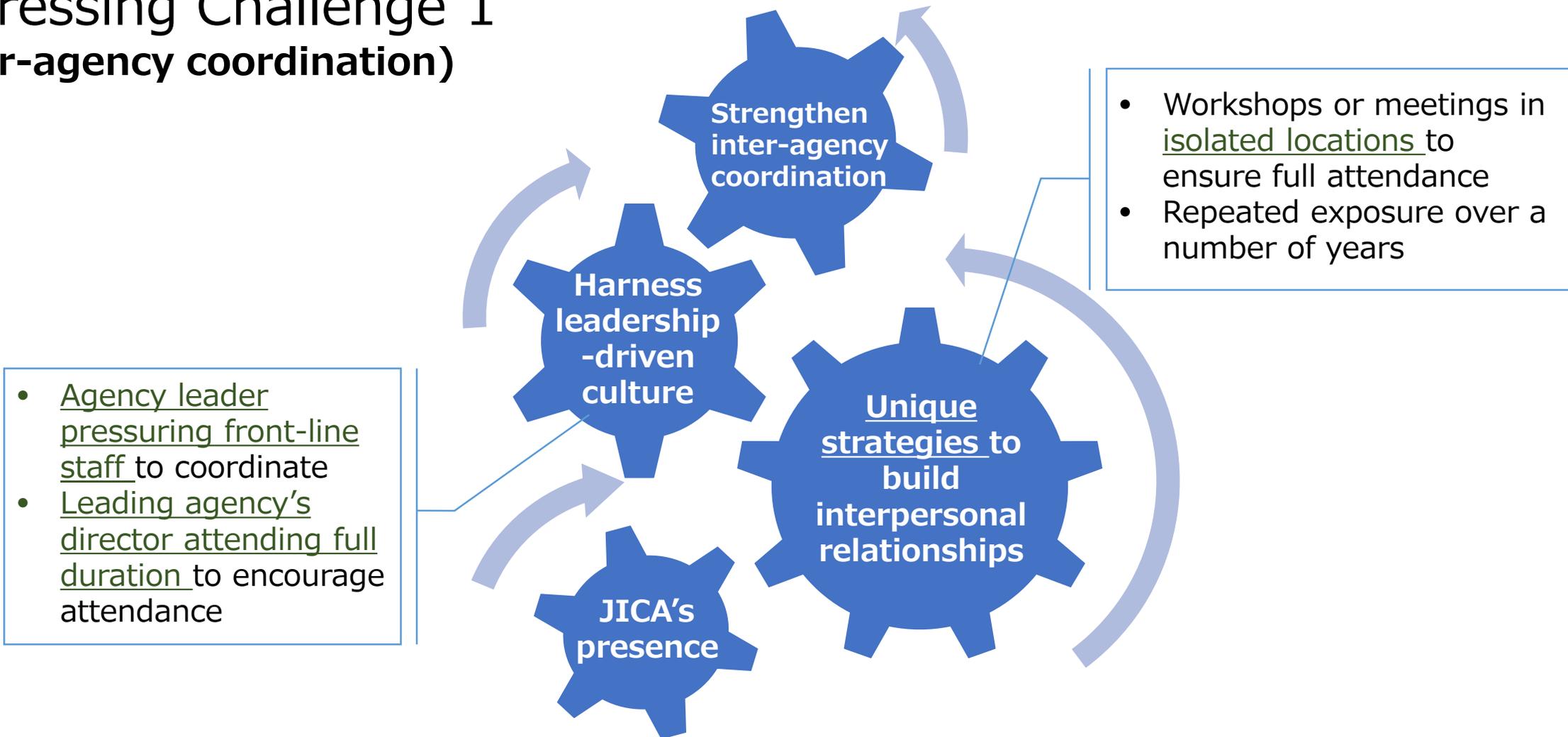
- a. Building interpersonal relationships between donor government and partner government
- b. Traditional project design
- c. Lack of useful M&E system

These challenges had been identified prior to the project, and the Project specifically worked on them using several strategies

Newly identified challenges

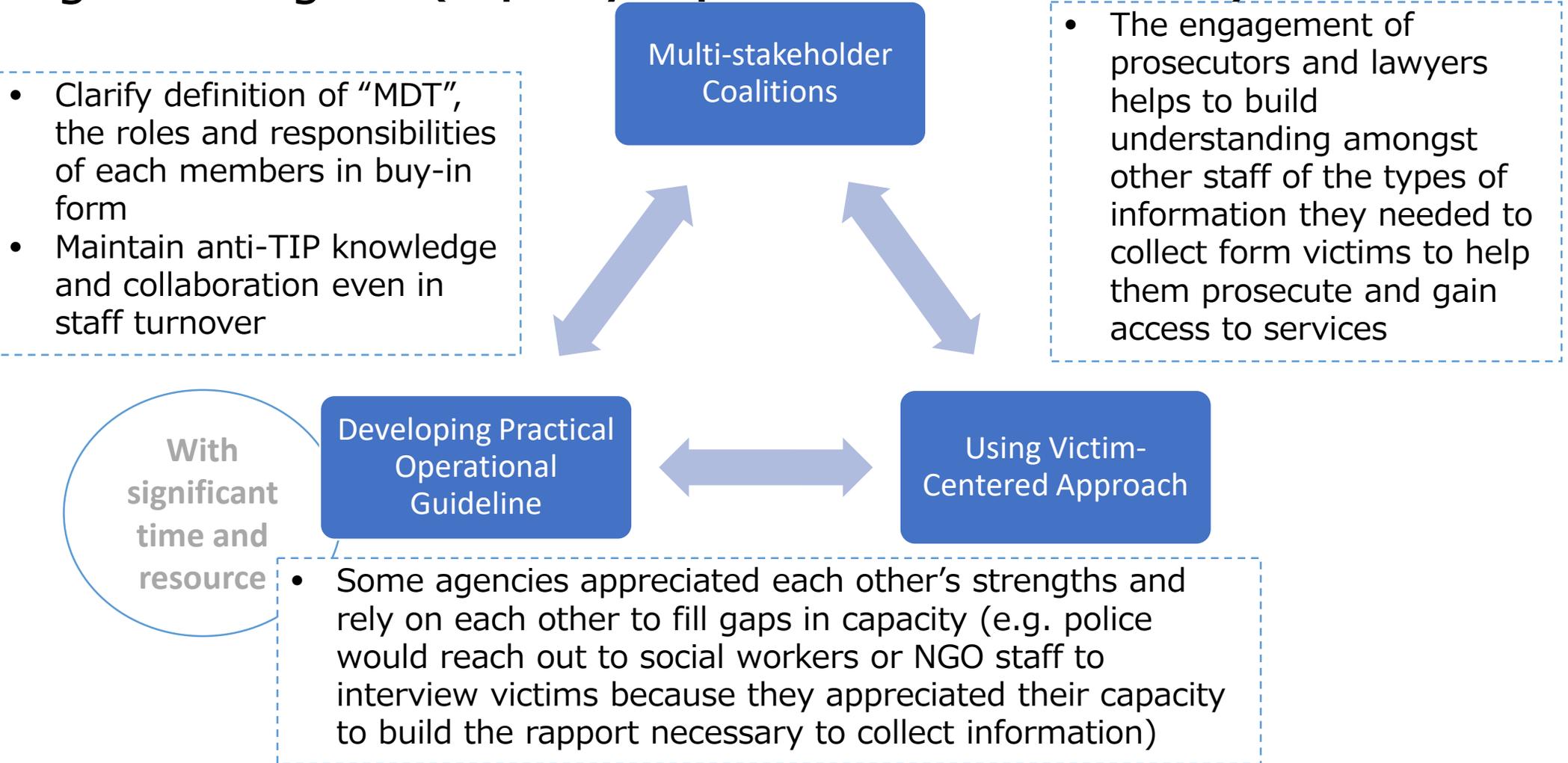
# 4. Results (cont.)

## ◆ Addressing Challenge 1 (Inter-agency coordination)



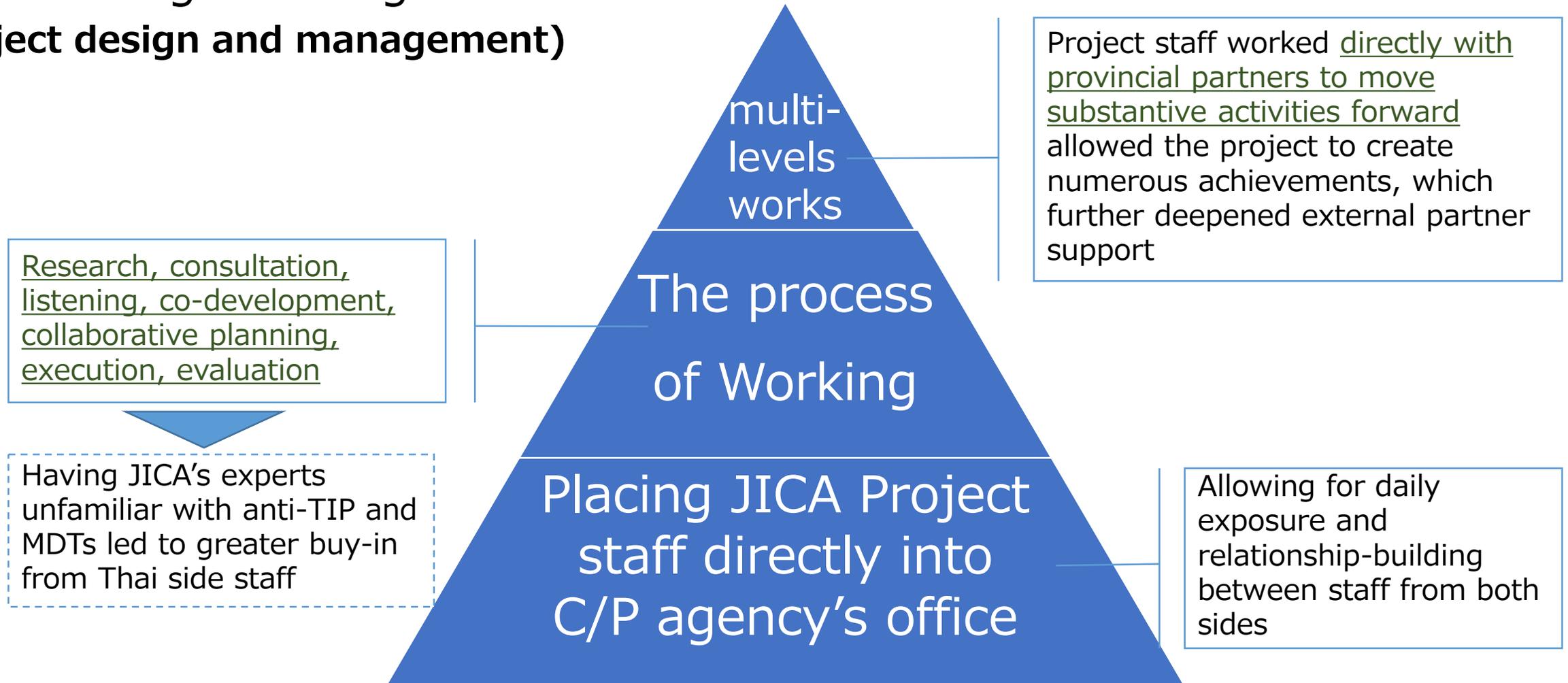
# 4. Results (cont.)

## ◆ Addressing Challenge 2 (Capacity to provide effective services)



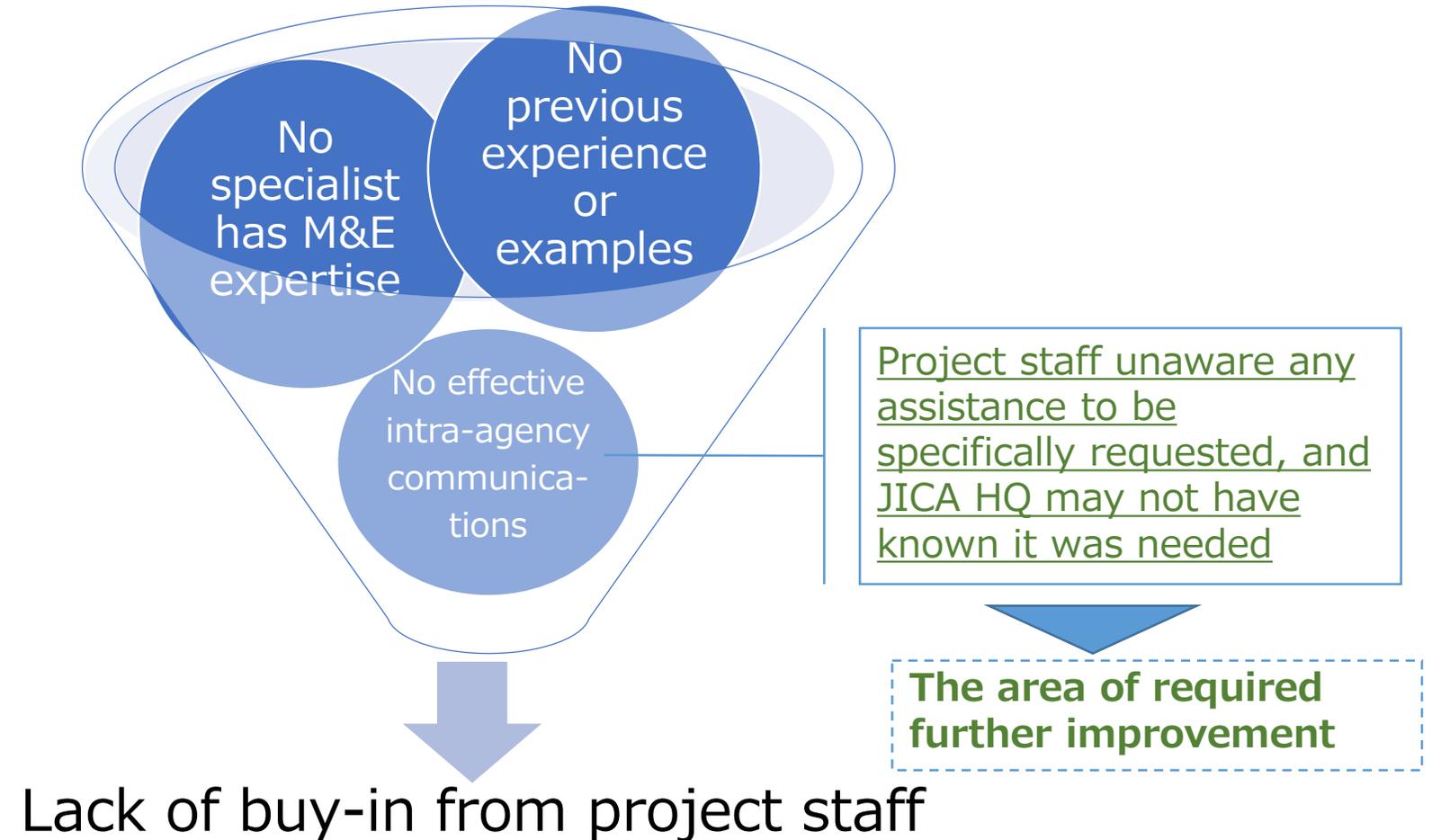
# 4. Results (cont.)

## ◆ Addressing Challenge 3 (Project design and management)



# 4. Results (cont.)

## ◆ Remaining delivery challenge 3.3 (Relevant and useful project M&E system)



# 5. Lesson Learned from the Results

## ◎ Interpersonal relationships matter

- Especially in politically sensitive situations and within hierarchical structures
- **Patience** as well as **concerted effort** and **resources** are required
  - **C/P's openness** to working with donor agency
  - Donor agency's **mutual and collaborative learning approach**

## ▲ Remaining foundational delivery challenge

(relevant and useful M&E system)

- **Quality and relevancy of goals and indicators** affect the quality of project management and its outcomes
- **JICA's intra-agency communication** is the area of required further improvement

# 5. Lesson Learned from the Experience of this Analysis

## ◆ New findings from this process analysis

### From 5 DAC Evaluation Criteria

- Project results (degree of effectiveness) were clearly shown by pre/post comparison
- Some of the indicators were not relevant to assess the true effect of project and no data collection system was developed



How these results had achieved was unclear



Why this was happened was unclear

### From process analysis

- Degree of contribution and creativity
  - Lead agency's director attended full duration of events to encourage attendance
  - Pick isolated locations as event venues
- Factors of success and failures
  - Factors of not being successfully create effective M&E system



# 5. Lesson Learned from the Experience of this Analysis

- ◆ Analyzed by external researcher
  - ◎ Identify the **strengths/weaknesses** as well as **uniqueness** of JICA's approach from fresh point of view
  - ▲ Difficulty in **consensus-building among JICA's internal stakeholders**
  
- ◆ Utilization of GDI method to the sensitive Development Challenge
  - ◎ **Share the new delivery knowledge** related to TIPs to developmental society
  - ▲ GDI's **"challenge based" (deficit based) structure** might not always produce positive discussion among stakeholders
  - No obvious turning point but rather changes happen incrementally and simultaneously





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**Thank you**