



## **RE: Evaluation of Blue Dragon Children's Foundation's 'Safe and Sound' Programme**

To Whom It May Concern:

Please forgive this unsolicited email and allow me to introduce Bright Futures Ltd., a premier research and programme evaluation consulting firm that uses scientific research methods to determine the impact of programmes so that they can be improved. We were very moved to learn of the Blue Dragon Children's Foundation and after little persuasion with our Board of Directors, were moved to prepare the attached evaluation proposal for the Blue Dragon's 'Safe and Sound' Programme.

Our proposal builds on contemporary theoretical approaches to Human Trafficking by the United Nations Office on Drugs and Crime (UNODC) and the United Nations Children's Fund (UNICEF), recognizing the additional challenges of COVID19 to identify, safeguard and respond to victims that you are currently grappling with.

Whilst the prevailing narrative of Western media is that Vietnam has managed the COVID-19 pandemic well<sup>[1, 2]</sup>, we know all too well, the underreported knock-on side effects the pandemic is having on domestic exploitation cases. We are so deeply moved by this that we have put together the attached proposal.

In the attached proposal, we are proposing a comprehensive and holistic impact evaluation process; mostly mixed methods in design and with no counterfactual so there is a strong and practical focus on detecting patterns of association and measuring the immediate effect. Our evaluation will not only be an overview of your results and it will enable us, with you, to gain new insights and understanding on the plight of human trafficking, which other NGOs and Governments can build on.

We are wholly aware of the challenges for conducting an evaluation during the global COVID-19 pandemic and have made mitigations addressing this. Many evaluators and researchers around the world are responding to the COVID-19 pandemic at urgent speed. In the past 8 months, the research community has collectively generated and shared a huge amount of knowledge into issues that have come from COVID-19.

We would be keen to conduct an evaluation of your programme and hope our proposal fits your needs. Our proposal here within includes the following:

- An overview of the Safe and Sound Programme and its stakeholders
- A situational analysis demonstrating our understanding of the evaluation need
- Our proposed programme logic model
- Our evaluation design including our approach and data collection methodology
- Evaluation matrix with key evaluation questions
- A summary of anticipated challenges and our proposed mitigation strategies

Our team consists of a diverse collective of skilled and passionate public health professionals with strong experience in mixed-methods research, behavioural insights and evaluation theory. Our offering is steeped in a fully participatory evaluative approach that is innovative, collaborative, user-focused and culturally-sensitive.

We are passionate about our evaluation services and hope this could be the start of an effective collaborative process that ensures the success of the Blue Dragon Foundation. As such, our proposal is a living document, designed in a modular and flexible approach for easy adaptation and strengthening if, and when appropriate.

Attached below is an example of an evaluation protocol for your 'Safe and Sound' Programme.

We welcome any questions or concerns you may have regarding our proposal and look forward to working with you on this evaluation.

Blue Dragon  
Children's Foundation

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EVALUATION PROPOSAL

Produced by: Bright Futures, Ltd.

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## 1. Introduction

### 1.1. The context: human trafficking in Vietnam

Human trafficking is an important and serious issue in Vietnam. In 2018, the Vietnamese National Committee on Crime Prevention and Control reported that law enforcement agencies rescued and received about 7,500 trafficking victims from 2012 to 2017 (1,250 per annum). Out of these cases, over 90% were female and 80% were from an ethnic minority. Most victims were trafficked internationally (90% to China) and 80% were sexually exploited in both marriages and the sex industry<sup>[3]</sup>.

Challenges in identifying cases and obtaining accurate statistics in incidence and prevalence is an added difficulty in the fight against Human Trafficking. According to the Vietnamese Ministry of Foreign Affairs (MFA), 175 trafficking cases were identified in 2019 involving 229 alleged traffickers, a decrease from 211 in 2018 (276) and 350 in 2017 (500+)<sup>[4]</sup>; but these are likely to be widely underreported.

The drivers of human trafficking itself are broad, multiple and overlapping. In a 2018 report outlining findings of Shared Learning Events (SLEs) in Hanoi, it was found that poverty, economic hardship, low levels of education and stigmatisation due to social norms were likely factors facilitating of human trafficking<sup>[5]</sup>. With more than 66% of Vietnam's population living in rural areas, where rice farming is the major industry and whole families earn as little as \$1 – \$2 a day, a holistic approach to tackle human trafficking in these communities is needed. In light of the Coronavirus pandemic and the consequent financial struggles that families living in rural areas are increasingly facing, it is estimated that human trafficking cases have alarmingly increased exponentially<sup>[6]</sup>.

### 1.2. Blue Dragon Children's Foundation mission and objectives

Vietnamese children born and living in extreme poverty are particularly exposed to becoming victims of human trafficking. In attempts to free themselves from poverty, they are often pushed to quit school and move far from home, putting them at risk. To address this issue, the Blue Dragon Children's Foundation (abbreviated to Blue Dragon) was officially founded in 2004 by Michael Brosowski<sup>[7]</sup>. Based in Hanoi, its primary mission is to provide care and offer help to children in need as well as families in crisis, around the rural and urban areas of Vietnam.

The Blue Dragon's broad mission is to "provide exceptional care to Vietnamese children and families in crisis while creating long-term change for a better world"<sup>[8]</sup>. The registered Independent Non-Governmental Organisation (INGO) works along five overarching thematic areas – caring for street kids, education for street kids, support for sex trafficking survivors, ending slavery and trafficking and legal advocacy. The organisation is also deeply committed to ensuring equity, diversity, justice and sustainability by designing and implementing programmes in line with its core values. These include respect, holistic development, empowerment, collaboration and long-term interventions<sup>[9]</sup>.

Given the high rates of poverty and socioeconomic inequity in Vietnam, the pervasive issues of human trafficking in Vietnam are challenging and complex. Blue Dragon aims to address these in interdisciplinary ways while making progress toward achieving Sustainable Development Goal 5 (“Achieve gender equality and empower all women and girls”), 8 (“Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”), and 16 (“Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”<sup>[10]</sup>).

Blue Dragon works with street kids, runaway children, children with disabilities, children from rural families living in extreme poverty, and victims of human trafficking and slavery. To address human trafficking, it has a team of lawyers, psychologists and social workers who work closely with law enforcement agencies, schools, government services agencies and communities. Together, they work to identify cases of trafficking, find the victims and the traffickers, rescue victims and provide them with all the necessary services to for their successful recovery and reintegration into their communities<sup>[8]</sup>.

### 1.3. Why evaluate?

At a basic level, our evaluation of your programmes serves as an invaluable tool for strengthening the quality of your programmes and improving the outcomes for the Vietnamese children and young women that you serve. Programme evaluation answers basic questions about a programme's effectiveness, and the evaluation data generated can be used to improve your programmes.

It is important to periodically assess and adapt your activities to ensure they are as effective as they can be, particularly considering the destabilizing side-effects of COVID-19. We are so inspired by the story of Blue Dragon Children's Foundation, we want to support you in demonstrating your programme's successes. The information we collect will allow you to better communicate your programme's impact to others, which is critical for public relations, staff morale, and attracting and retaining support from current and potential funders.

For Bright Futures Ltd, we view evaluation as being a transformative process<sup>[11]</sup> and believe that evaluation is a key part of the evidence agenda for policies addressing human trafficking. This is why we place great stock in situating our insights within the global international development context. Evaluation is vital to the goal of strengthening the evidence-base for human trafficking policies and to ensure value for money for international development spend. Whilst evaluation and research are close relations, a key difference between them relates to purpose. The main purpose of evaluation is to improve interventions through assessing their merit and value in achieving intended outcomes and impacts. At Bright Futures, we like you at Blue Dragon Foundation, are committed to getting kids out of crisis and creating a better world. Given the disruptive nature of COVID-19, the time is right to build back better; and transform the way development agencies approach human trafficking.

Our evaluation with you will not just be an overview of your results, together we can gain new insights and understanding on the plight of human trafficking, which other NGOs and Governments can build on. We can transform the way we solve Vietnam's most complex social issues.

## 2. Blue Dragon's programmes

### 2.1. Overview

Blue Dragon's programmes are spread across the country and comprise a large range of interventions, from ensuring that victims and those at-risk of trafficking have food and shelter to providing counselling and psychosocial services. Together, these programmes are working towards achieving the long-term outcome of providing vulnerable children and young people and their families with exceptional care and support, with the goal of ultimately ending human trafficking and modern slavery in and from Vietnam.

A detailed logic model of Blue Dragon's programmes can be found below (*figure 1*). Across all programmes, Blue Dragon intervenes in the following areas of action:

#### 1. Rescue:

- By identifying, locating and rescuing children held in slavery (Safe and Sound)

#### 2. Shelter

- By providing newly-returned victims of sex trafficking with shelter in some of Blue Dragon's facilities (Project X);
- By providing accommodation for street children in the organisation's shelters (Step Ahead);

#### 3. Nutrition

- By providing street children and former trafficking victims with meals (Step Ahead & Project X);

#### 4. Education

- By providing vulnerable children the necessary school materials they need, thereby removing the barrier that such a financial burden represents (Step Ahead & Stay in School);
- By relieving families of the financial barrier that school fees represent (Step Ahead, Safe and Sound & Stay in School);
- By supporting street children and vulnerable children through individual tutoring, workshops and study groups (Step Ahead);
- By helping former victims of sex trafficking to reintegrate school or training (Project X);
- By offering scholarships for disadvantaged young adults to integrate higher education (Tertiary Scholarship);

#### 5. Psychosocial support and medical care

- By providing psychological counselling and medical care to sex trafficking survivors (Project X);
- By providing children a place to socialize and take part in activities (Step Ahead);
- By promoting community development activities (Safe and Sound);

Figure 1. Areas of Blue Dragon's impact



- By providing victims assistance to get back in their families and communities (Project X & Safe and Sound);

#### **6. Legal aid**

- By guiding street children through the court system and helping them obtain the necessary documents (Step Ahead);

#### **7. Awareness**

- By educating families and teachers on the realities of trafficking (Safe and Sound);
- By advising local police and government officials on anti-trafficking strategies and policies (Safe and Sound).

By providing this comprehensive range of support services and activities, Blue Dragon's programmes aim to limit the number of situations in which victims of and/or people vulnerable to human trafficking generally find themselves in, and which lead traffickers to take advantage of them. In addition, by raising awareness among communities in which trafficking happens, the programmes aim to enact generalized behavioral change to tackle the roots of human trafficking.

Ultimately, Blue Dragon's programmes aim to both facilitate the reintegration of human trafficking survivors in their communities as well as prevent further human trafficking from happening in the Vietnamese communities targeted by the organisation.

The Blue Dragon's programmes operate under the following assumptions:

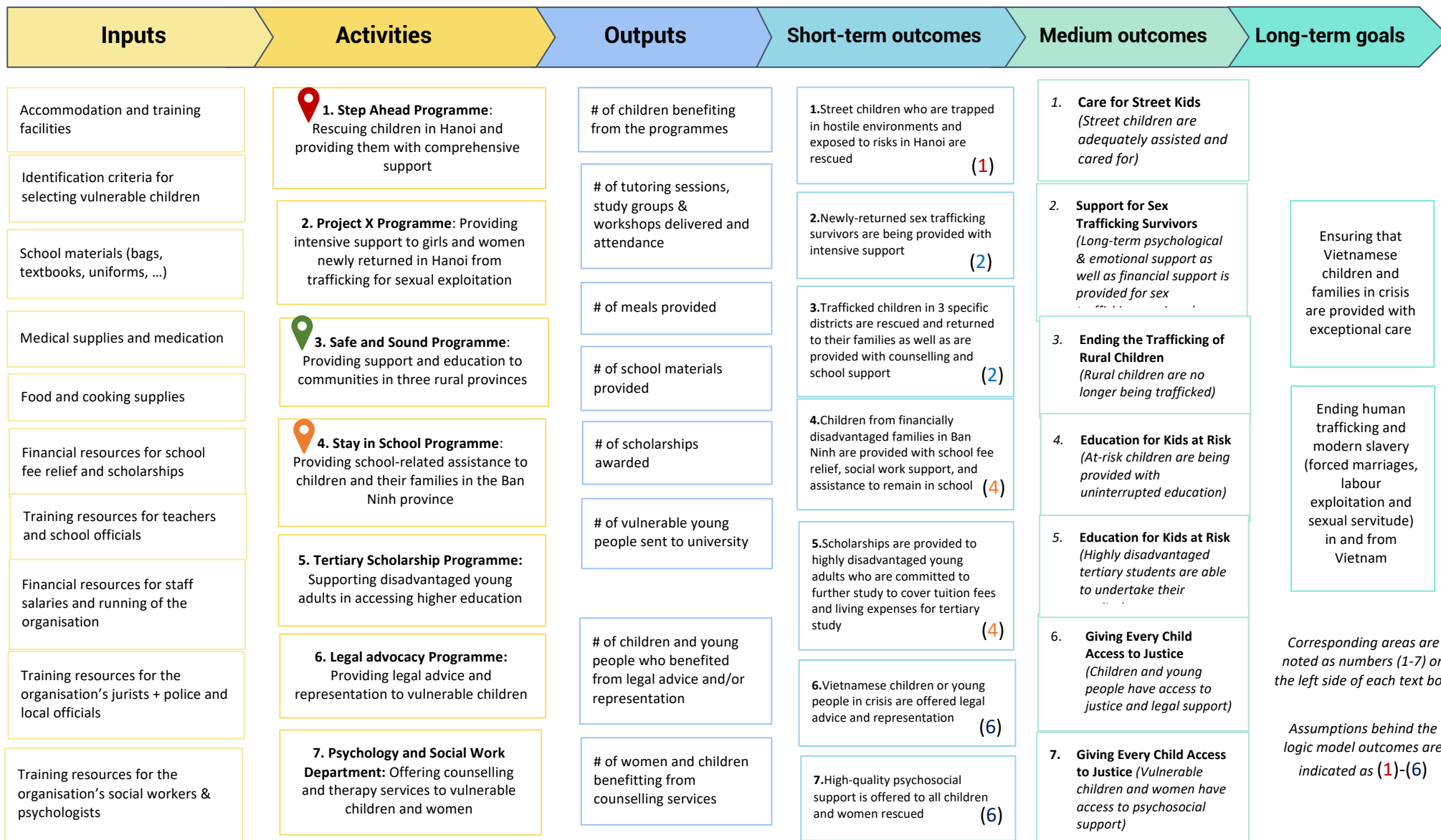
1. Victims of human trafficking and children at risk want to and agree to be rescued by the organisation;
2. Human trafficking survivors want to receive support from the organisation and be returned to their families/communities;
3. The shelter and food provided by the organisation are better options for vulnerable children and human trafficking survivors than in the situation they would find themselves if trafficked;
4. Lack of financial means is one of the major barriers to vulnerable children accessing education;
5. The drivers behind and relationships underlying human trafficking as well as the side-effects of COVID-19 are well understood;
6. The training delivered to the organisation's lawyers, psychologists and social workers enables them to effectively deliver advice and counselling to the programme's beneficiaries.

These assumptions (1)-(6) are indicated in the logic model below where relevant.

The very existence of an organisation in a community or country can have a positive effect. In that sense, Blue Dragon itself can be treated as the activity or intervention, independent from their programmes. We are assuming this not to be true and that resources and activities must be fed into the different programmes.

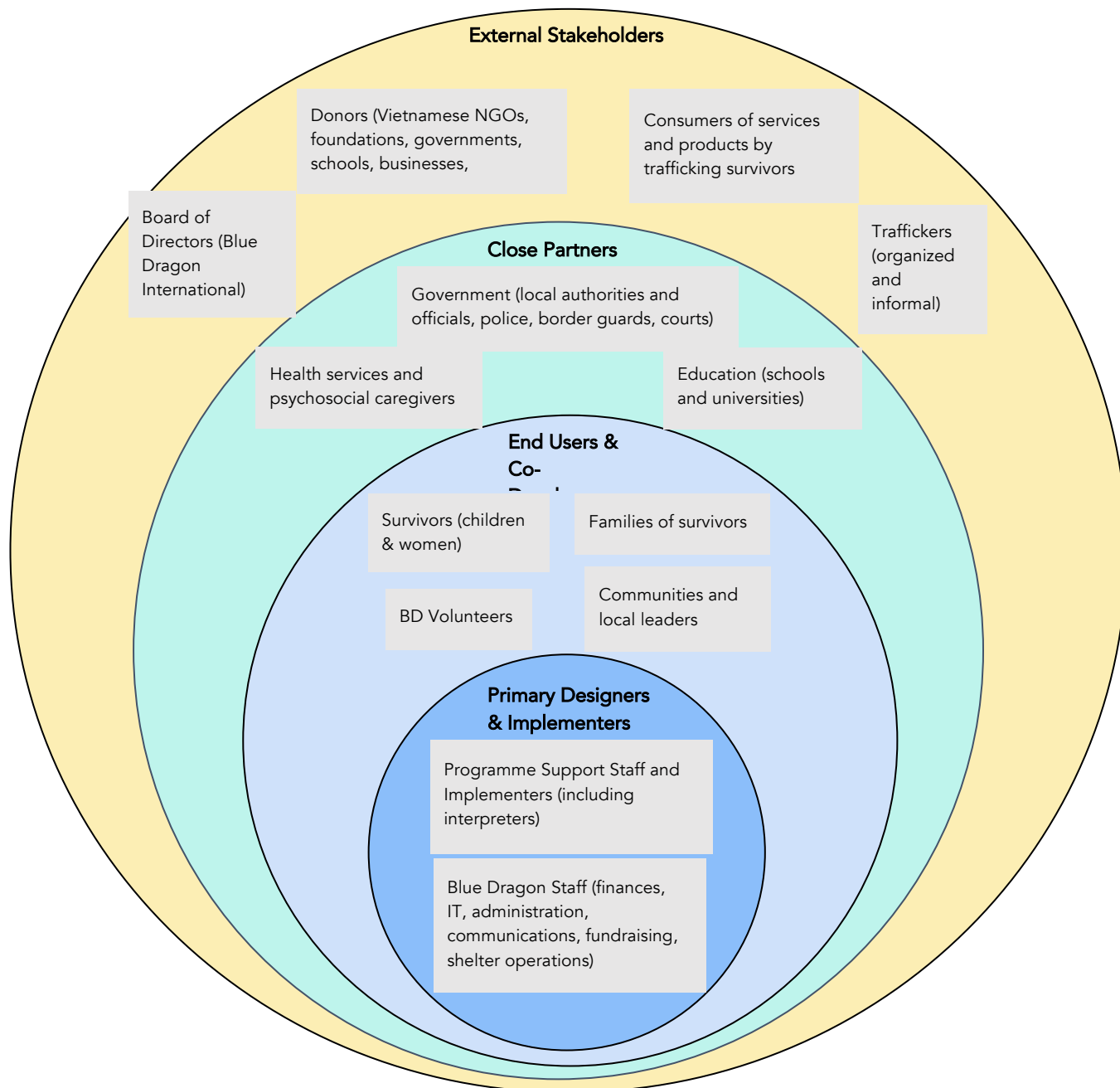


Figure 2. Logic model



## 2.2. Stakeholders

Figure 3. Stakeholder map



Using a Stakeholder Onion Map, the diverse stakeholders and their various levels of engagement can be visually modelled. This is critical to guiding stakeholder engagement efforts, and is an important step in understanding the various power and influence dynamics that will ensure the programme evaluation's success. Stakeholders have been categorized into four groups: primary designers & implementers, end users & co-developers, close partners, and external stakeholders. Further details are provided in terms of the composition of some of these groups, and many could evolve over time as the programme advances. Furthermore, as progress is made in the communities, specific groups may migrate from one category to the other (i.e. communities or government officials may become primary designers & implementers while Blue Dragon staff play a more facilitation role, etc.). It's also important to note that the onion map does not provide insight on the relationship between stakeholders in the same category, and further analysis is key to uncovering how they may work together and which groups should be leveraged and which should be managed or simply play supporting roles in the evaluation.

### 3. Evaluation Project Framework

#### 3.1. Scope and objectives of the evaluation

This report covers the evaluation protocol of the Blue Dragon’s ‘Safe and Sound’ programme in Hue, Dien Bien and Ha Giang in Vietnam from the beginning of its implementation January 2021 until June 2021. It is estimated that this evaluation would need 70 consultant days for a team of 5 consultants (345 in total).

In accordance with the Blue Dragon’s objectives for the programme, the evaluation aims to:

- 1) Evaluate how effectively the programme identifies, locates and rescues vulnerable children;
- 2) Evaluate the effectiveness of the programme in ensuring that trafficked children get home to their families and in providing long-term counselling and school support;
- 3) Evaluate how effectively the programme raises awareness amongst families and works with local authorities to better understand and respond to trafficking and child labour;
- 4) Evaluate how the programme assists the Vietnamese police in penalising the traffickers and supporting victims through the process.

This evaluation builds on the ‘Safe and Sound’ activities already implemented in the Hue, Dien Bien and Ha Giang provinces<sup>[12]</sup> and aims to identify their challenges and successes, review their effectiveness in reaching the desired outcomes (see *figure 1*), as well as assess their sustainability. Ultimately, we would like to understand if and when this programme could be expanded to other rural regions in Vietnam.

To help conceptualise this evaluation, we draw on Better Evaluation’s Rainbow Framework<sup>[13]</sup>. This model is frequently used in monitoring and evaluation (M&E) to organize the methods and processes often undertaken in M&E in colour-coded tasks: manage, define, frame, describe, understand causes, synthesise, and report & support use. Our rainbow framework for the evaluation of ‘Safe and Sound’ is outlined in *Appendix 1*.

#### 3.2. Evaluation methods

A wide variety of research methods and data collection tools are available for us to use in our evaluation of the ‘Safe and Sound’ programme. Considering the social issues in Vietnam, our logic model, and Blue Dragon’s broad objectives, we are proposing a comprehensive and holistic impact evaluation process, using a pragmatic mixed-methods design. As outlined in our evaluation matrix (*Table 1*), we aim to evaluate the programme’s implementation process (including its commitment to achieving justice for survivors) and its effectiveness in both preventing child trafficking and assuring the proper reintegration of child survivors into their communities. Our evaluation focuses strongly and practically on detecting patterns of association and measuring the immediate effect.

We are wholly aware of the challenges linked with conducting an evaluation during the global COVID-19 pandemic and are proposing strategies to mitigate the issues foreseen. We will collect data and use observation techniques as per the current social distancing and COVID-19 prevention guidelines.

Furthermore, our team consists of a diverse collective of skilled and passionate public health professionals with strong experience in mixed-methods research, behavioural insights and evaluation theory. Our offering is steeped in a fully participatory evaluative approach that is innovative, collaborative, user-focused and culturally sensitive. We understand that the success of the evaluation is dependent on the elaboration of strong collaborative relationships with key stakeholders facilitating

the exchange of information and knowledge, which is why we have fully integrated the programme's stakeholders in the evaluation framework (see section 3.3).

We are equally aware of the ethical issues surrounding research involving children, particularly in the sensitive context that is human trafficking; therefore, it is important to note that we will avoid exposing children to methods that may bring up unprocessed complex issues, following the "no harm" principle. Given the unknown quantity of funding, and because of the complex issues involving these vulnerable children, this study will initially omit exploring any counterfactuals (i.e. evaluating the imaginary situation of what would have happened in the absence of the programme).

Our evaluation is built on the following assumptions:

- We receive permission from the Vietnamese government to work in Hue, Dien Bien or Ha Giang;
- We receive consent, and clear the child safe-guarding measures to gain access to work with and understand children within the Safe and Sound programme;
- There is no cultural, societal, or criminal adverse consequence or reprisals to Blue Foundation or the children they work with, from our evaluation of the Safe and Sound programme and the improvements we propose;
- All causal connections, input and activities as presented in our logic model are of equal strength and warrant equal levels of evaluation;
- The outcomes we are measuring stem from the Safe and Sound programme and not another programme or intervention;
- Blue Dragon assets (e.g., vehicles, computers) can be used to support the evaluation;
- Funding is available to support our consulting service

### **3.2.1. Programme delivery staff, community champions and programme records**

A big component of the 'Safe and Sound' programme includes awareness workshops to educate families and local authorities about child trafficking, as it is known that there is much stigma surrounding this issue in rural communities. We additionally suggest that teachers are added to this training, as they may be better placed to identify children at risk (notably by observing school attendance).

We suggest that this training includes (but is not limited to): the identification of child trafficking situations, safeguarding against child trafficking, and reporting child trafficking. It is essential that the training is conducted in an accessible and safe space, engaging the attendees to share their views and participate in discussions. Diligently collecting programme records of attendance and demographic information of the attendees is a necessity to understand the uptake of these programmes.

To deliver these programmes, we suggest that trained staff at Blue Dragon engage, recruit and train "community champions" to deliver the awareness workshops, thereby adopting a peer-educator approach. Peer-approaches to educate about sensitive issues in ethnically diverse are particularly effective in increasing uptake through community empowerment<sup>[14]</sup>. These community champions could be, for instance, family members of children who have been trafficked.

### **3.2.2. Focus groups**

To understand the barriers and facilitators to the programme's awareness workshops implementation, and what successes and unintended consequences have resulted from the programme, we suggest leveraging focus groups with workshop attendees, and the champions who delivered the workshops. This will ensure that diverse perspectives and various contexts are carefully considered. The staff collecting data from these focus groups should ensure that the different stakeholder groups have equitable opportunity to provide input and feedback throughout the data analysis and evaluation.

### **3.2.3. Collaboration with local authorities, schools, and the wider research community**

To evaluate how the programme has impacted the identification and penalisation of human traffickers by the Vietnamese police, the prevention and reintegration of children vulnerable to and/or are survivors of trafficking, and the role it played in the change in social attitudes towards human trafficking, Blue Dragon will need to collaborate with a range of stakeholders:

- Local authorities to review their human trafficking records
- Schools to review anonymised attendance records of vulnerable children, and check-in with teachers if evidence suggests some children may be particularly at risk
- Counsellors, to check in on the children's progress in attaining good mental wellbeing and flagging children who may be particularly at risk
- The wider research community (e.g. universities in Hanoi) who may have the resources available to conduct a wide household panel survey to study the change in attitudes in human trafficking. Such an approach has been successfully achieved by NatCen, and the British Social Attitudes survey<sup>[15]</sup>. This would be a long-term goal, but ultimately allow us to understand the crucial role that Blue Dragon has played in reducing the stigma surrounding human trafficking in rural communities in Vietnam.

*Table 1. Evaluation Matrix for the Safe and Sound programme*

Evaluation Question	Indicators	Data Source(s)	Method(s)/Tool(s)	Consultant Days to Complete*
1. To what extent has the Safe and Sound programme been successfully implemented?				
1.1. What has been the uptake of the awareness workshops against human trafficking by families and local authorities?	<ul style="list-style-type: none"> <li>• # of staff and community champions trained to deliver the workshops</li> <li>• # of families, or household members attending the awareness workshops, including whether these are the families of children victims of trafficking or not by region</li> <li>• # of local authority staff who attended the awareness workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Programme records (attendance list with demographic information)</li> <li>• Programme delivery staff and community champions</li> <li>• Families of children who have been victim of and/or are vulnerable to human trafficking</li> <li>• Local authority staff</li> </ul>	<ul style="list-style-type: none"> <li>• Review of programme records</li> </ul>	<ul style="list-style-type: none"> <li>• 7 days</li> </ul>
1.2. What barriers and facilitators to programme implementation have arisen?	<ul style="list-style-type: none"> <li>• Feedback from families and local authority staff attending the workshops, looking specifically perceptions of whether the process of the training facilitated or made it more difficult for them to develop an understanding</li> <li>• Feedback from trained staff and community champions who delivered the awareness workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Programme delivery staff</li> <li>• Families of children victim of or vulnerable to trafficking</li> <li>• Local authority staff</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups with families, and focus groups with local authority staff (separate)</li> <li>• Focus groups with trained staff and champions</li> </ul>	<ul style="list-style-type: none"> <li>• 90 days</li> </ul>
1.3. What successes and unintended consequences have resulted from the programme?	<ul style="list-style-type: none"> <li>• Feedback from trained staff and community champions who delivered the awareness workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Programme delivery staff and community champions</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups with trained staff and champions</li> </ul>	<ul style="list-style-type: none"> <li>• 30 days</li> </ul>

2. To what extent has justice been obtained for children victim of or vulnerable to human trafficking?				
2.1. <i>How has the programme impacted the identification and penalisation of human traffickers by the Vietnamese police?</i>	<ul style="list-style-type: none"> <li># of children trafficking identified from # alleged traffickers</li> <li># of cases involving penalisation of children traffickers</li> </ul>	<ul style="list-style-type: none"> <li>Local authority records (collaboration with local authorities)</li> </ul>	<ul style="list-style-type: none"> <li>Review of the local authority records</li> </ul>	<ul style="list-style-type: none"> <li>30 days</li> </ul>
3. To what extent has the Safe and Sound programme effectively prevented the trafficking of children in Hue, Ha Giang, and Dien Bien, and the reinsertion of children survivors of trafficking in their communities?				
3.1. <i>How has the programme increased families and local authorities' knowledge of child trafficking and awareness of stigma against children survivors of trafficking?</i>	<ul style="list-style-type: none"> <li>Self-report from workshop attendees about human trafficking knowledge</li> <li># of trafficking cases involving children since the start of the programme</li> </ul>	<ul style="list-style-type: none"> <li>Programme feedback surveys</li> <li>Local authority records (collaboration with local authorities)</li> <li>Household panel survey about community attitudes to human trafficking (Long-term; collaboration with institutions)</li> </ul>	<ul style="list-style-type: none"> <li>Review of the programme feedback surveys</li> <li>Review of the local authority records</li> <li>Report of the findings of the survey</li> </ul>	<ul style="list-style-type: none"> <li>90 days</li> </ul>
3.2. <i>How has the programme fostered good mental and physical wellbeing of children who are vulnerable to and/or are survivors of trafficking?</i>	<ul style="list-style-type: none"> <li># of children currently being supported by psychosocial support counsellors</li> <li># of children participating in community development activities, including those which promote good health (e.g. sports)</li> </ul>	<ul style="list-style-type: none"> <li>Counsellors</li> <li>Community development activity reports</li> </ul>	<ul style="list-style-type: none"> <li>Check-ins with counsellors about the children's progress and follow-up with families of children at risk</li> <li>Review of the community development reports</li> </ul>	<ul style="list-style-type: none"> <li>45 days</li> </ul>

<p>3.3. <i>How has the programme impacted the school retention of children vulnerable to and/or are survivors of trafficking?</i></p>	<ul style="list-style-type: none"> <li>• # of children currently at school, including whether these are children victims of trafficking or not</li> </ul>	<ul style="list-style-type: none"> <li>• Anonymized school attendance records (collaboration with schools)</li> <li>• Teachers</li> </ul>	<ul style="list-style-type: none"> <li>• Review of the school records to check attendance</li> <li>• Check-ins with teachers about the children’s progress and follow-up with families of children at risk</li> </ul>	<ul style="list-style-type: none"> <li>• 45 days</li> </ul>
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\* The approximated “Consultant Days” have been developed based on estimated level of effort (LOE) model, which factors in the potential amount of work, collaboration, planning, design, implementation, analysis, post-evaluation, and possible delays due to COVID-19 and other setbacks based for one consultant per 8-hour working day. The consultant days and corresponding level of effort can be spread over 6 months, assuming a team of five consultants.



### 3.3. Stakeholder engagement

In line with Blue Dragon’s commitment to collaboration and sustainability, stakeholder engagement must be at the core of evaluation efforts. Leveraging the stakeholder matrices developed below, each group of stakeholders (primary designers & implementers, end users & co-developers, close partners, and external stakeholders) should be involved at all stages of design, implementation, and post-evaluation, particularly the first three. The primary designers & implementers, including Blue Dragon programme staff and management, should be substantially leveraged, as they exhibit positive support and high influence over evaluations and the core mission. End-users and co-developers including survivors, their families, communities, and volunteers should be integrated throughout the evaluation cycle, noting that survivors may be more supportive and willing to engage than their families or communities which may require additional planning and investment. Close partners such as government officials, Vietnamese police, local authorities, and educational partners will provide critical contextual insight and are necessary to the success of the programs and long-term outcomes, but Vietnamese police and local authorities may require additional, tailored attention due to a lack of understanding about combatting trafficking and child labour. Finally, sweatshops and traffickers from who survivors are rescued are important to consider, but largely from the perspective of planning and managing possible pushback, while former traffickers may be useful to engage in the initial design and evaluation of the Safe and Sound program.

It is critical to note that context is key, and one-sized-fits-all approach may not be appropriate. For example, each specific province has a different type of focus, and therefore must uniquely engage different stakeholders. This means that Hue Province’s Safe and Sound programme must be tailored to its districts’ fishing communities and largely illiterate families, while the Dien Bien Province requisites close partnership with ethnic minorities (Hmong, Thai, Khmu) and the Ha Giang Province’s programme should be centred on involving local authorities, border guards, and possibly former Chinese traffickers (if possible) to provide context on this frontier community. Building relationships with these different groups will require tailored approaches and a developed understanding of socioeconomic and cultural motivations, incentives, and barriers, as well as awareness of how they are perceived by other stakeholders in the evaluation process.

Furthermore, the COVID-19 pandemic places additional strain on effective stakeholder engagement, and may necessitate additional stakeholders to be involved, including public health experts, crisis responders, behavioural scientists, and health workers – all with experience working in health emergencies and/or the Vietnamese health system. This is because crises such as COVID-19 have been shown to affect “different people in different ways, impacting disadvantaged populations disproportionately”<sup>[16, 17]</sup>. This calls for additional emphasis on human rights, equity, and gender-sensitive approaches (as COVID-19 has been shown to more significantly affect women and other vulnerable populations)<sup>[18]</sup>, as well as adherence to the “no-harm” principle, joint evaluations with related agencies (i.e. UN, ASEAN, etc.), and coordination with national evaluators. Finally, the COVID-19 pandemic may impact timelines and processes, and evaluators must ensure strict adherence to public health guidelines, flexibility to postpone safe data collection, ability to carry out evaluation virtually while respecting ethics and privacy, and revision of scope that doesn’t overburden public services and partners already strained by pandemic response<sup>[17]</sup>.

Finally, because of the sensitive nature of sex trafficking and labor exploitation, as well as Blue Dragon’s emphasis on development and respect, ethical considerations and consent must be clearly embedded at all stages of the evaluation. Furthermore, all stakeholders involved should be educated on the need for sensitive language, appropriate behavior, and subconscious stigma/bias that may inhibit their ability to effectively participate in the evaluation process.

Table 2. Detailed Stakeholder Analysis

NAME OR GROUP	ROLE	PREDISPOSITION				ANTICIPATED INVOLVEMENT	ANTICIPATED ISSUES
Sponsors, managers, users, etc.		Current commitment profile:				What level of involvement is expected?	Known or potential issues
		Resistant	Ambivalent	Supportive	Committed		
Programme support (social workers, psychologists, teachers, nutritionists, jurists and financial analysts)	Primary designers & implementers				x	Improve access to government services, education, basic infrastructure	Many staff are Vietnamese and even local, which will be beneficial to context-specific evaluation efforts
Survivors (children young adults, and women vulnerable to exploitation)	End user			x		Recipients of long-term counselling, school support	Vulnerable to labor exploitation (geographic remoteness, poverty, minority status)
Families of survivors	End user		x			Recipients of education on realities of trafficking, material assistance, awareness-raising campaigns	Often poor, unschooled, illiterate, potentially making them susceptible to ongoing exploitation or even resistant to change
Communities and community leaders	End user		x			Build resilience against trafficking and exploitation	As many are ethnic minorities, they may lack power to push for systemic change; many communities may be resistant to change due to socioeconomic and cultural factors
Educational partners (teachers, schools, universities)	Close partner			x		Recipients of training to identify at-risk students, Improve livelihoods of trafficking survivors	As many are based in the communities and work closely with children, they may be more open to supporting programme efforts, but should not be over-worked
Government officials	Close partner			x		Promote child rights, child protection, recipients of advice on anti-trafficking policies	There may be political challenges due to weariness of spotlighting the level of trafficking that occurs
Vietnamese Police	Close partner		x			Penalize traffickers and support victims	Local police may not have significant power and may be just as susceptible to facilitating trafficking if they are poor and unschooled themselves
Local authorities	Close partner		x			Combat trafficking and child abuse, understand and respond to trafficking and child labor	Local authorities may not have significant power and may be just as susceptible to facilitating trafficking if they are poor and unschooled themselves
Sweatshops / Traffickers	External stakeholder	x				Exploit child labor	While small sweatshops and traffickers may not have a major influence, larger groups may have international influence and thwart efforts to foster sustainable resilience to child labor
<b>PREDISPOSITION TOTALS</b>		<b>1</b>	<b>4</b>	<b>3</b>	<b>1</b>		

\*Assumptions have been made on the level of commitment of different stakeholders based on the provided descriptions on required training/engagement (i.e. because communities, families of survivors, local authorities, and police need training on the issue, we are assuming they are ambivalent as they may not have significant experience managing trafficking and child labor exploitation, which government officials and educational partners may have greater understanding of these issues as they play a greater role in programme implementation).

Figure 4: Stakeholder matrix



### 3.4. Timeline

The evaluation will be conducted from January 2021 – June 2021 (6 months). Given that the LOE is per consultant and the proposal has been designed for a team of five consultants working collaboratively, the project should require approximately 70 consultant days over the 6 months of evaluation. Timelines may need to be flexible given adherence to local COVID-19 guidelines and evolving community contexts.

### 3.5. Challenges and mitigations

Challenge foreseen	Mitigation strategy
Blue Dragon has reported a negative operating surplus for 2019 (\$135,653). Risk that the organisation remains a charity of ongoing concern in 2020 and beyond, particularly because of disturbed charity funding streams because of the COVID-19 pandemic.	Monitor Blue Dragon social media accounts and newsletters for information on organisational performance
Environmental factors such as the heavy rain in central Vietnam leads to floods and damage, preventing in-country engagement.	
COVID-19 travel restrictions prevent in-country engagement and restrict movement.	Work with local consultants to perform on-the-ground evaluative activities. Use innovative technology solutions and data-capture products to physically and virtually measure indicators.
Access to vulnerable children is restricted owing to rural location, potentially also restricted by environmental factors.	Using last-mile health programme elements to integrate evaluation into local systems.
Attendance at local workshops is down because of the COVID-19 pandemic, potentially decreasing the number of participants we will be able to interview.	Complementing in-person focus groups with calls and staff testimonies.

## Conclusion

Evaluating the ‘Safe and Sound’ programme, which has been successfully running for a number of years, would enable Blue Dragon Children’s Foundation to reflect on what is working and what could be improve. With our expertise and help, taking this step would bring the Foundation closer to aligning with SDGs #5, #8 and #16, and to achieving the organization’s goals of providing care and support to human trafficking victims and survivors as well as to prevent more cases of human trafficking from happening in the Foundation’s areas of operation. We made sure to put your Foundation’s mission and values as well as a participatory approach fully engaging the ‘Safe and Sound’ programme’s stakeholders at the heart of this proposal, and hope that it will encourage you to collaborate with us. We look forward to hearing from you and meeting you soon.

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## *Annex 1: Rainbow Framework*

### **MANAGE**

*Who will conduct the evaluation and make decisions about it?*

- 1) We will first conduct a community scoping exercise in Hue, Dien Bien and Ha Giang to understand the most effective and culturally appropriate solution given the current climate (i.e., COVID-19).
- 2) Using a mixture of informal and formal meeting processes, we will then meet and engage with stakeholders in these provinces to understand who is best placed to conduct the evaluation. We will establish peer support relationships with identified persons. Our internal staff will take feedback from all stakeholders to clarify and confirm who will undertake the evaluation with the actual respondents. For example, if as a result of the community scoping exercise and meetings it is confirmed that for cultural and societal purposes, it would work best for local agents to collect and retrieve data, we will take that approach.
- 3) We will then establish a steering group of the stakeholders and evaluators that will be formally constructed and make decisions about the project by consensus.
- 4) This operational steering group will report into a senior project governance group that will provide extra scrutiny and distanced steer.
- 5) Given the clear water between these two groups, this senior project governance group will also be able to define the ethical guidelines and standards that we will work towards.

*How will the evaluation's management processes and agreements be documented?*

- 1) A Terms of Reference document will be used to document the evaluation management and processes;
- 2) A contractual agreement will define how our organisation will work with Blue Dragon;
- 3) A Memorandum of Understanding will govern how we work with any other stakeholders and partners.

*How will the evaluation itself be evaluated – including the plan, the process and report?*

- 1) The senior project governance group will provide group critical reflection at regular points throughout the process;
- 2) We will have strong peer support within the evaluation programme and develop community champions for sustainability after the evaluation.

*How can the ability of individuals, groups and organisations to conduct and use evaluations be strengthened?*

- 1) If we work with any local stakeholders to reach rural communities in Hue, Dien Bien or Ha Giang, we will hold learning circles and provide peer reviews at the end to support their evaluative skills.

### **DEFINE**

*How will we define what is being evaluated and identify possible unintended results?*

- 1) We will use the 'five whys' logic model to accurately define all our terms and strengthen understanding of how the Safe and Sound programme works;
- 2) We will identify potential unintended results using the 'six hats thinking' model.

## **FRAME**

*What will success look like?*

- 1) As we are fully aware of Blue Dragon's passion to address Sustainable Development Goals #5, #8 and #16, we will use these SDGs as a formal statement of values and our overall ambition for this evaluation;
- 2) We will state the clear goals and objectives for this evaluation in consultation with our steering groups.

## **DESCRIBE**

*How will we collect and retrieve data? What sampling strategies will we use?*

- 1) Where possible, we will use a simple random sample method;
- 2) We will consider the cultural and child safeguarding factors when we collect information from individuals. Where it is appropriate to do so, we will conduct key informant interviews and surveys by mobile phone and internet, particularly in light of social distancing as per COVID-19 guidelines;
- 3) We will consider the cultural and child safeguarding factors when we collect information from groups. Where it is appropriate to do so, we will hold focus groups and use the fishbowl technique to collect data. As per social distancing guidelines, we will also use observation techniques of non-participant observation and field trips.

*How will we investigate and manage the data?*

- 1) We will use cross-tabulation techniques and thematic coding of the key informant interviews to investigate patterns in our data;
- 2) We will combine the quantitative and qualitative data sets using sequential data gathering and triangulation techniques.

## **REPORT**

*How will we develop and report our findings?*

- 1) We will work with and keep Blue Dragon updated every step of the way via the senior project governance group;
- 2) We will produce interim reports to ensure progress is on track and the final presentation will be delivered in several formats for maximum accessibility (e.g., posters, videos, cartoons, video conference).