

**WECC 2020**



**WORLD EVALUATION CASE COMPETITION**



**Proposing Program Evaluation  
to the Blue Dragon Children's Foundation**

## The 2020 Case Scenario

Your consulting company offers its evaluation services internationally. In researching the issue of modern human trafficking, you have become aware of the work of the Blue Dragon Children's Foundation in Vietnam ([www.bluedragon.org](http://www.bluedragon.org)). You have decided to make an unsolicited proposal to the organization to do an evaluation of their programs.



## Preparing a Submission

**Language:** Submissions must be in English.

**Amount of time:** Teams working in English will have up to seven (7) hours to prepare their submission. Teams working in another language will have up to nine (9) hours. There will be a total of 15 minutes leeway to allow for difficulties encountered in downloading the case or uploading submissions.

**Anonymity:** Do not include in your submission any information that might reveal the identity of the team, your institution or country to the judges. A team should identify itself only by its pseudonym (e.g. Action Consultants). Be sure that the logo of the team does not give away its location. Please make sure your team name appears at the beginning of your submission.

**Inputs:** Teams are free to access the Internet and use reference materials. They are not allowed to consult with their coach or any other advisor while preparing the submission.

**Format of submission:** You may use any of the following formats for your submission: regular text, PowerPoint slides (with or without narrative) or video.

**Dealing with problems:** If the team encounters serious unexpected difficulties, such as a long period without internet connection, ensure that a third party, such as the team's coach, is informed of the nature and duration of the disruption. The team should contact [admin@worldcasecomp.one](mailto:admin@worldcasecomp.one) to report the problem and ask for an extension of time.

## Delivering Your Documents

### **File format:**

The submission must be one file (not a zipped file of multiple documents).

If your submission is regular text, submit it as a PDF document, labelled with your team name (e.g., ActionConsultants.pdf).

Likewise, if it is a video or PowerPoint presentation, use your team name (e.g. ActionConsultants.mp4 or ActionConsultants.pptx).

If your submission is a video or a narrated PowerPoint presentation, you also have the option of uploading a one-page pdf containing a link to your work wherever you have stored it on the Web (for example, on YouTube, Vimeo, Google Drive, etc.)

### **Submitting:**

Upload your submission via the same link that your contact person used to download the case. The upload will be automatically acknowledged. For back-up, send the submission as an email attachment to WECC Administrators at [admin@worldcasecomp.one](mailto:admin@worldcasecomp.one). If your file is too large to send by email, provide a link to wherever it resides on the Web.

You may expect your email to be acknowledged within a few hours.

## Disclaimer

This case was developed by a group of WECC organizers using material that is freely available in the public domain. It is intended strictly for educational purposes.

## Warm-Up to the Case

The following information was sent to all teams on or about November 4, 2020:

This year's case will focus on the issue of human trafficking. Part of your challenge will be to develop a logic model and an evaluation plan for an organization that rescues victims of trafficking and works to prevent it.

Here are some links to documents on human trafficking and related Sustainable Development Goals (SDGs):

- [https://www.unodc.org/documents/Advocacy-Section/HTMSS Thematic Brief on COVID-19.pdf](https://www.unodc.org/documents/Advocacy-Section/HTMSS%20Thematic%20Brief%20on%20COVID-19.pdf)
- <https://www.unicefusa.org/stories/sustainable-development-goals-aim-end-human-trafficking/29864>

This link is to a paper on evaluation as a transformative process for social inclusion:

- [http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/SHS/pdf/Workshop-Social-Inclusion\\_IOCE.pdf](http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/SHS/pdf/Workshop-Social-Inclusion_IOCE.pdf)

This link is to paper on evaluation during COVID-19:

- [https://www.unfpa.org/sites/default/files/admin-resource/FINAL Covid19 and Eval.pdf](https://www.unfpa.org/sites/default/files/admin-resource/FINAL_Covid19_and_Eval.pdf)

## The Case

### Proposing Program Evaluation to the Blue Dragon Children's Foundation

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## Human Trafficking in Vietnam<sup>1</sup>

For children in Vietnam who are born into poverty, there is little hope for the chance of a better life. More than 66% of the population lives in rural areas, where rice farming is the major industry and whole families earn as little as \$1 – \$2 a day. Children growing up in extreme poverty often have no choice but to quit school and move far from home, exposing them to dangers such as trafficking, homelessness, sexual exploitation, drug abuse, and illness.

Blue Dragon Children's Foundation has been addressing human trafficking since 2005. While the term "human trafficking" covers a wide range of crimes, their work is in two specific areas: the trafficking of children into exploitative labour and the trafficking of Vietnamese women and girls into sexual exploitation and forced marriages in China.

The foundation works with communities, schools and local authorities to educate on the dangers of labour exploitation and the tricks traffickers use to deceive parents into allowing their children to leave home. These programs have been highly successful, and they have seen a decline in the number of labour related rescues in recent years. It seems the exploitation of children in informal garment factories in Ho Chi Minh City is largely a problem of the past. However, other industries still exploit children, including illegal mining, agriculture, construction and domestic service.

The trafficking of women and girls to China is believed to be the primary form of human trafficking from Vietnam. The Vietnamese government estimates 90% of Vietnamese trafficking victims are trafficked into China, and 80% are sexually exploited. When Blue Dragon first started working with trafficking victims, the majority of rescues were from exploitation in the sex industry. Typically, women and girls would be trafficked across the border of Vietnam and China and then sold into brothels where they would be confined, drugged, and forced to "serve" many men daily. In the last few years, Blue Dragon has been increasingly rescuing women and girls from forced marriages in China: an insidious effect of

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<sup>1</sup> The following profile is taken from a recent Blue Dragon Fact Sheet.

<https://www.bluedragon.org/wp-content/uploads/2020/03/Human-Trafficking-Fact-Sheet-March-2020.pdf>

China's (now abolished) One Child Policy. Since 2007, they have rescued 192 victims from the sex industry, and 334 from forced marriages.

In most of the cases Blue Dragon is working on, traffickers on the Vietnamese side of the border are not organised criminals. Often, they are neighbours, friends, or extended family members who are just as poor and disadvantaged as their victims. Traffickers tend to target the poorest and most vulnerable young people, particularly women and girls from ethnic minority communities who may not have many opportunities in their home communities, but victims they have assisted include people from urban middle-class backgrounds as well.

### **How Big is the Problem?**

Information, particularly accurate statistics about the incidence and prevalence of trafficking, is difficult to obtain. As an underground, illegal industry it is difficult to collect data and monitor the situation, especially in poor countries. The limited statistics available may be an underestimate as many victims return independently and never report their exploitation to authorities - a result of social stigma. Some people in Vietnam falsely assume any woman who goes to China engages in sex work.

The statistics that are available include:

In 2017, authorities reported identifying 670 victims of human trafficking, a decrease from 1,128 in 2016.<sup>2</sup>

A 2018 report by the Vietnamese National Committee on Crime Prevention and Control found, from 2012 to 2017, law enforcement agencies rescued and received about 7,500 trafficking victims (1,250 per annum), where 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>

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<sup>2</sup> United States of America, Department of State. Trafficking in Persons Report, Vietnam Narrative. June 2018. Available from <https://www.state.gov/wp-content/uploads/2019/01/282798.pdf>

<sup>3</sup> <https://en.vietnamplus.vn/workshop-reviews-assistance-for-returnee-victims-of-trafficking/138095.vnp> viewed 12 September 2018

Walk Free Foundation's Global Slavery Index estimated that, between 2012 and 2016, over 400,000 Vietnamese people were subject to modern slavery including forced marriages, labour exploitation, and sexual servitude.<sup>4</sup>

### **Impact of the Coronavirus Pandemic<sup>5</sup>**

In the current global pandemic, Blue Dragon has seen a spike in the number of domestic exploitation cases, whereas in the past almost all victims had been trafficked to China.

These cases exemplify an alarming COVID-19 side effect that Blue Dragon and police are observing in Vietnam: the financial struggles faced by families have caused a sharp increase of human trafficking cases, and a rise in types of exploitation that Blue Dragon used to encounter much less frequently.

With fewer employment opportunities in local communities and increased competition, job seekers, both male and female, are more likely to follow promises of work in other areas.

Finally, an additional side effect of this financial hardship is a potential increase not only in the number of trafficked men and women, but also in that of traffickers.

## **Blue Dragon Organization Profile**

### **History**

The Blue Dragon Children's Foundation was founded in 2003. 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.

Blue Dragon's origins are interesting. The foundation was begun by an Australian school teacher, Michael Brosowski. He came to Vietnam in 2002 to teach English at the University of Economics. While there he met many street children, and began to teach free classes with one of his students, Pham Sy

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<sup>4</sup> Walk Free Foundation. The Global Slavery Index 2018. Available from [https://downloads.globalslaveryindex.org/ephemeral/GSI-2018\\_FNL\\_190828\\_CO\\_DIGITAL\\_P-1601412028.pdf](https://downloads.globalslaveryindex.org/ephemeral/GSI-2018_FNL_190828_CO_DIGITAL_P-1601412028.pdf)

<sup>5</sup> <https://www.bluedragon.org/latest-news/the-other-impact-of-covid-19-human-trafficking-cases-are-on-the-rise/>



Chung. They taught maths, English, yoga, and art. They also formed a football team to promote a sense of sportsmanship and teamwork, while also getting to know new children living on the street. Initially three teenage boys turned up for these games, but soon over 40 came each weekend.

By early 2003, Brosowski had quit his university job to concentrate full-time on the needs of the street children. Word spread and more kept arriving to seek help, coming with medical problems, educational needs, and often needing a place to sleep. As the number grew, it became clear that many of the children coming for help would need long-term support. Over time, a residence was opened, and programming launched. In March 2004 the Blue Dragon Children's Foundation was registered as an Incorporated Association in New South Wales in Australia and, in September 2004, it was registered as an Independent Non-Government Organisation in Vietnam.<sup>6</sup>

### **Blue Dragon Today**

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.

Operating in five provinces across Vietnam, the organization not only helps the target population with their daily problems, but also aims to have a long-term impact and make a change in their lives. The main values of the organization are respecting the children, working on their development and growth, empowering them as individuals, and treating them as collaborators by involving them in each stage of a given program.

### **Organization**

Programs are delivered by a team of over 80 Vietnamese professionals including social workers, psychologists, teachers, nutritionists, jurists and financial analysts. They are supported by staff who take care of Blue Dragon's finances, IT, administration, communications, fundraising and shelter operations.

The Board of Directors is *Blue Dragon International*, an Australian not-for-profit public company, whose principal objectives are to provide development, governance and funding to Blue Dragon in Vietnam.

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<sup>6</sup> [https://en.wikipedia.org/wiki/Blue\\_Dragon\\_Children%27s\\_Foundation](https://en.wikipedia.org/wiki/Blue_Dragon_Children%27s_Foundation) and Blue Dragon website

The Blue Dragon website ([www.bluedragon.org](http://www.bluedragon.org)) provides a wealth of current information on the organization, their work, the stories of the children and adults they help, and their impacts. Blue Dragon is also active on social media including Twitter, Facebook and LinkedIn.

## **Financial Resources**

The Blue Dragon Children's Foundation began as a grassroots organization funded by its volunteers. Today, it is supported largely by donations from many diverse Vietnamese and international organizations including Non-Government Organizations (NGOs), foundations and trusts, government and government agencies, schools and universities, businesses and individuals.

In 2018-19, total income was \$2,341,522 USD and total expenditure was \$2,477,175 USD.

## **Programs**

Blue Dragon carries out its work through the following focus areas and programs:<sup>7</sup>

### **Focus Area: Care for Street Kids**

#### ***Program: Step Ahead***

Step Ahead rescues street children in Hanoi who are trapped in a hostile environment and exposed to risks such as violence, drug abuse, and sexual exploitation. The program assists street children or children living with families affected by poverty, drugs, disability, crime or poor health through tailored Individual Assistance Plans. Each child receives comprehensive support including counseling, accommodation, nutrition, material support, and school fee relief. Since 2004, over 2,000 children have benefited from this program, and more than 10,000 families, schools, government and community members have been reached. Currently, 400 children are receiving care and services.

The Step Ahead program includes the following interventions:

- Providing safe accommodation, meals and care in the organization's shelters;

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<sup>7</sup> The program details are taken from Blue Dragon's latest Annual Report (2018-19) and its website.

- Supporting children through the court system, at the police station and to obtain birth certificates and legal documents;
- Bringing runaways home and working with families to ensure children are safe;
- Individual case work with children and families to provide for education, employment, and psychological and physical wellbeing;
- Giving kids a place to play, join activities, learn good behavior, hang out with friends and meet social workers;
- Providing older teenagers and young adults with safe, supported accommodation and preparing them for independent living in the future;
- Providing a healthy and nutritious lunchtime meal, sustenance at the shelters and school lunches;
- Getting kids back to education or training as soon as possible; providing individual tutoring, study groups and workshops.

## **Focus Area: Support for Sex Trafficking Survivors**

### ***Program: Project X***

Project X serves girls and young women who have been trafficked for sexual exploitation and have escaped or been rescued. Most beneficiaries are aged 14-18, while some are in their 20s or above.

Project X provides intensive support to newly returned survivors, including psychological counseling, meals, safe accommodation, personal supplies, and health checks. When they are ready, survivors are assisted to go home to their families, or are supported to stay in Hanoi to access education and training.

The program provides survivors with long-term psychological and emotional support, as well as financial support in returning to education, vocational training, or moving on to independence. Since inception, 556 young women were directly rescued from brothels and forced marriage and 535 young women were assisted to return home after being rescued by police.

Project X program provides:

- Emergency shelter and care for girls and women who have just escaped sex trafficking;
- Ongoing assistance to return to school, university or training;

- Medical checks and ongoing care and nutrition to get survivors back to good health;
- Psychological counseling to recover from trauma, both short term and long term;
- Medium to long-term accommodation for trafficking survivors who cannot return to their communities;
- Assistance to return home and reunite with families.

## **Focus Area: Ending the Trafficking of Rural Children**

### ***Program: Safe and Sound***

Safe and Sound is a child trafficking prevention program that operates in three provinces of Vietnam: Hue, Dien Bien and Ha Giang.

- **Safe and Sound (Hue):** The two districts the program works in are very poor areas where the main source of income is fishing, and many children and their parents are unschooled and illiterate. As a result, these children are particularly vulnerable to trafficking for labor exploitation. The program builds resilient communities that are sustainably resistant to human trafficking. Children who have been trafficked or are at risk of being trafficked are supported to live with their families and return to (or begin) school. Families are educated on the realities of trafficking, and provided material assistance if necessary. Teachers are trained to identify at-risk students, and government officials are advised on anti-trafficking policies.
- **Safe and Sound (Dien Bien):** The program works in two districts of Dien Bien province, home to largely ethnic minority communities including the H'mong, Thai and Khmu groups. Children and young adults there are highly vulnerable to trafficking due to geographical remoteness, poverty and their ethnic minority status. Blue Dragon assists vulnerable communities to be sustainably resilient to trafficking and exploitation through improving access to education and other government services, and upgrading basic infrastructure such as clean water facilities. They support children who have been trafficked, or are at risk of being trafficked, with school fee relief, community development activities, and psycho-social aid. They also work closely with parents, teachers, ethnic community leaders, and government officials to promote child rights and child protection.

- **Safe and Sound (Ha Giang):** The program started operations in Ha Giang province in late 2018 with the aim of ending the trafficking of women and children to China. They pursue this goal by sharing Blue Dragon’s knowledge and expertise with government partners and establishing an anti-trafficking eco-system in the province. Their comprehensive anti-trafficking model includes working with partners and communities to build resilience against trafficking and exploitation, to improve livelihoods of trafficking survivors, and to build the capacity of local authorities to combat trafficking and child abuse.

The Safe and Sound Program:

- Identifies, locates and rescues children directly out of the sweatshops where they are being held in slavery;
- Ensures trafficked children get home to their families and offers long-term counseling and school support;
- Raises awareness amongst families and works with local authorities to better understand and respond to trafficking and child labor; and
- Assists the Vietnamese police to penalize the traffickers and support victims through the process.

Since inception, the program has directly rescued 405 trafficked young girls and boys from slave labor and has assisted 435 children and young adults to return home.

### **Focus Area: Education for Kids at Risk**

#### ***Program: Stay in School***

Stay in School serves children from financially disadvantaged families, particularly orphans, young people with disabilities, and families affected by HIV/AIDS. It operates in Ban Ninh province. The program keeps them in school by providing school fee relief and social work support where necessary. Every child receives assistance to enrol in, or continue at school with essential school equipment – school bags, textbooks, note books, stationery, and school uniforms – and pays mandatory school fees and insurance.

Apart from direct school support, Stay in School provides encouragement to the children and their families through activities, events, and additional support, such as bicycles for children who live far from school. Since 2004, the program has helped 3,476 children to stay in school and has reached 30,534 families, schools, government officials and community members. Currently, over 200 children are being supported to stay in school.

### ***Program: Tertiary Scholarship***

Blue Dragon's Tertiary Scholarship beneficiaries are young adults who are highly disadvantaged and demonstrate a commitment to further study. The program supports the tuition fees and living expenses for tertiary students who would otherwise not be able to afford higher education. Half is given as a grant and the other half an interest-free loan that students repay in instalments after graduation.

During the scholarship period, students are assisted to overcome difficulties, and apply for part-time work and/or internships. Career preparation and life skills workshops are held so that students are equipped with skills and knowledge to apply for full-time employment after graduation. In 2018-19, 85 students were supported to pursue tertiary education.

## **Focus Area: Giving Every Child Access to Justice**

### ***Program: Legal Advocacy***

The Legal Advocacy Department offers advice and representation to any Vietnamese child or young person in crisis who needs legal help. The department rescues children and adults who have been trafficked and are trapped in slavery, and facilitates their repatriation. Vulnerable communities are assisted to obtain legal registration papers so they can access public services. The department works with Vietnamese police, border guards and local officials to improve their skills in fighting human trafficking. In addition, the department advocates for improvements to policy and law for better protection of children.

Since inception, 106 people were represented in court, 961 were rescued from human trafficking, and 5,874 government and police officials were trained in anti-trafficking and child protection.

## Focus Area: Psychology and Social Work

The Psychology and Social Work Department offers counseling and therapy services to vulnerable children and women who have experienced complex trauma in their lives as victims of human trafficking, sexual exploitation, physical and psychological abuse and neglect. The Blue Dragon provides high quality psychosocial support to each child and woman they rescue to help them process and recover from their trauma, and build a brighter future. The department provides clinical supervision and education on self-care and burnout across Blue Dragon and other agencies working with similar target groups.

During 2018-19, 214 women and children have benefited from counseling services.



## Your Task

You are to prepare an unsolicited proposal to the Blue Dragon Children's Foundation to evaluate their programs.

You should inform decision makers of the benefits of systematic program evaluation, show them that you understand their programming and, to illustrate your competence, explain how you would go about evaluating Blue Dragon's Safe and Sound program.

1. Inform the organization's decision makers of the benefits of systematic program evaluation
  - Make the case for evaluation as a transformative process for social change
  - Give them a sense of the information an evaluation could provide and how they could use it to help maximize the effectiveness of their resources
  - Include other benefits such as increased evaluation capacity within the organization
  - Explain how the evaluation could contribute to Blue Dragon's responsiveness to Sustainable Development Goals #5, #8 and #16<sup>8</sup>
2. Show that you understand the organization and its programming
  - Demonstrate your understanding of the social issues that have given rise to the development of Blue Dragon programming in Vietnam
  - Using narrative and a single, high-level logic model show that you understand the Blue Dragon organization, its programs and intended results. The logic model should capture the "big picture" of the context for Blue Dragon and how its many "small p" programs contribute to progress towards its goals.
3. Demonstrate your capability to do program evaluation by describing how you would evaluate the Safe and Sound program. This program is relatively new, includes a focus on the prevention of trafficking, and is being offered in three locations.
  - Describe the type of evaluation you would conduct

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<sup>8</sup> See <https://www.unicefusa.org/stories/sustainable-development-goals-aim-end-human-trafficking/29864>



- Indicate how you would engage stakeholders as you plan and implement the evaluation
- Indicate some of the key questions and indicators you would anticipate given your understanding of Safe and Sound
- Explain the methods you would use to collect data
- Discuss the challenges you anticipate in conducting the evaluation and ways you plan to mitigate them. The global COVID-19 pandemic is impacting programming around the world and the conduct of evaluations. Your proposal should take this challenge, and any others you perceive, into consideration.
- Indicate the number of consultant days you would require to produce a thorough evaluation of Safe and Sound. This will give Blue Dragon a sense of the resources required for professional evaluation of its programs.

## Guidance

**Be innovative and creative.** The judges will be looking for this (and scoring accordingly) in all aspects of your proposal.

Aim for clear, concise communication.

Keep in mind the Rating Criteria (next page).

Take photos. Organizers of the competition greatly appreciate photos of team members working on the case - either collaborating in person or online. It is wonderful to see you all, and the photos are very useful to us when developing materials to promote the world competition. If you are willing to share photos with the organizers, please send them along in a separate email to [admin@worldcasecomp.one](mailto:admin@worldcasecomp.one) after you have submitted your proposal. Be sure to identify who is who in the pictures.

Have fun! Support each other!

## Rating Criteria and Weights

Submissions will be scored with the following:

<b>Assessment Area</b>	<b>Criterion</b>	<b>Weight (Percent of total score)</b>
<b>Situation analysis</b>	<b>Understanding of trafficking and other social issues in Vietnam, and Blue Dragon’s broad objectives</b>	<b>10</b>
	<b>Promoting the benefits of an evaluation of the organization’s programs in an innovative and creative way, and making the case for evaluation as a transformative process</b>	<b>10</b>
<b>Logic, practicality and methodological strength</b>	<b>Producing a single logic model reflecting all of the organization’s programming in a creative and easily accessible format</b>	<b>20</b>
	<b>Identifying evaluation questions and indicators for the Safe and Sound program and demonstrating inclusivity and full engagement of stakeholders</b>	<b>15</b>
	<b>Demonstrating consideration of equity, diversity, justice and sustainability</b>	<b>10</b>
	<b>Proposing methods for evaluating the Safe and Sound program</b>	<b>10</b>
	<b>Recognizing the challenges to an evaluation of the Safe and Sound program and providing innovative and creative ideas for mitigating them</b>	<b>15</b>
<b>Effectiveness of presentation</b>	<b>Clarity and flow of ideas, and creativity in their presentation.</b>	<b>10</b>
		<b>100</b>

