

Evaluation of the Porticus Asia Anti-Trafficking Programme

Public Summary

June 2021

Appendix A
Evaluation
Methodology

Acknowledgement of Traditional Owners

As an Australian-based organisation, we acknowledge the Traditional Owners and Custodians of the lands on which we work, and pay our respects to Elders past, present and emerging. We acknowledge that this land, which we benefit from occupying, was and always will be Aboriginal land.

Acknowledgement of evaluation participants

We are deeply grateful to all stakeholders who participated in this evaluation for sharing their time, perspectives and expertise. In particular, we would like to thank Porticus, partner organisations, and external stakeholders, including people at risk of or affected by trafficking and exploitation.

About this report

Porticus Asia commissioned this evaluation of a three-year anti-trafficking programme that funded 16 implementing partners across the region between 2017-2021.

This **Appendix: Methodology** supplements the **Public Summary** and provides additional information about the evaluation's methodology.

Written by Lighthouse Partnerships

Lighthouse Partnerships is a not-for-profit organisation that supports for-purpose organisations to increase their effectiveness through participatory approaches to evaluation, strategy and program design. We have specialist expertise in migration and displacement in the Asia-Pacific region, including labour migration, human trafficking, refugees and people seeking asylum.

Commissioned by Porticus

Porticus is an international organisation that manages the philanthropic endeavours of the Brenninkmeijer family. Porticus collaborates with partners around the globe to build stronger systems and secure just and sustainable futures for all.

Designed by Design & Opinion

Disclaimer

The views expressed in this publication are those of the author and do not necessarily represent the views of Porticus.

Evaluation methodology

Porticus commissioned this end-of-term evaluation to understand the Programme's results, lessons learned, and how well the Programme had been designed and managed, to inform future strategic development and investment priorities.

1. Evaluation approach

The evaluation approach was guided by the following principles.

Utilisation-focus and participation¹

Evaluators aimed to ensure that the evaluation process and findings were relevant and useful to Porticus and partners by involving them at key stages of the evaluation, including seeking input on evaluation questions and methods, and discussing and validating initial findings and recommendations through reflection meetings, workshops and other feedback processes. Engagement with partners was designed to be mutually beneficial by providing partners with opportunities for discussing issues of shared interest and building relationships, and avoiding significant demands on their time. The evaluation deliberately sought to engage key informants from a wide range of different stakeholder categories, including civil society, government, business, legal, and people at risk of or affected by trafficking or exploitation (see section 4 below on risks and limitations).

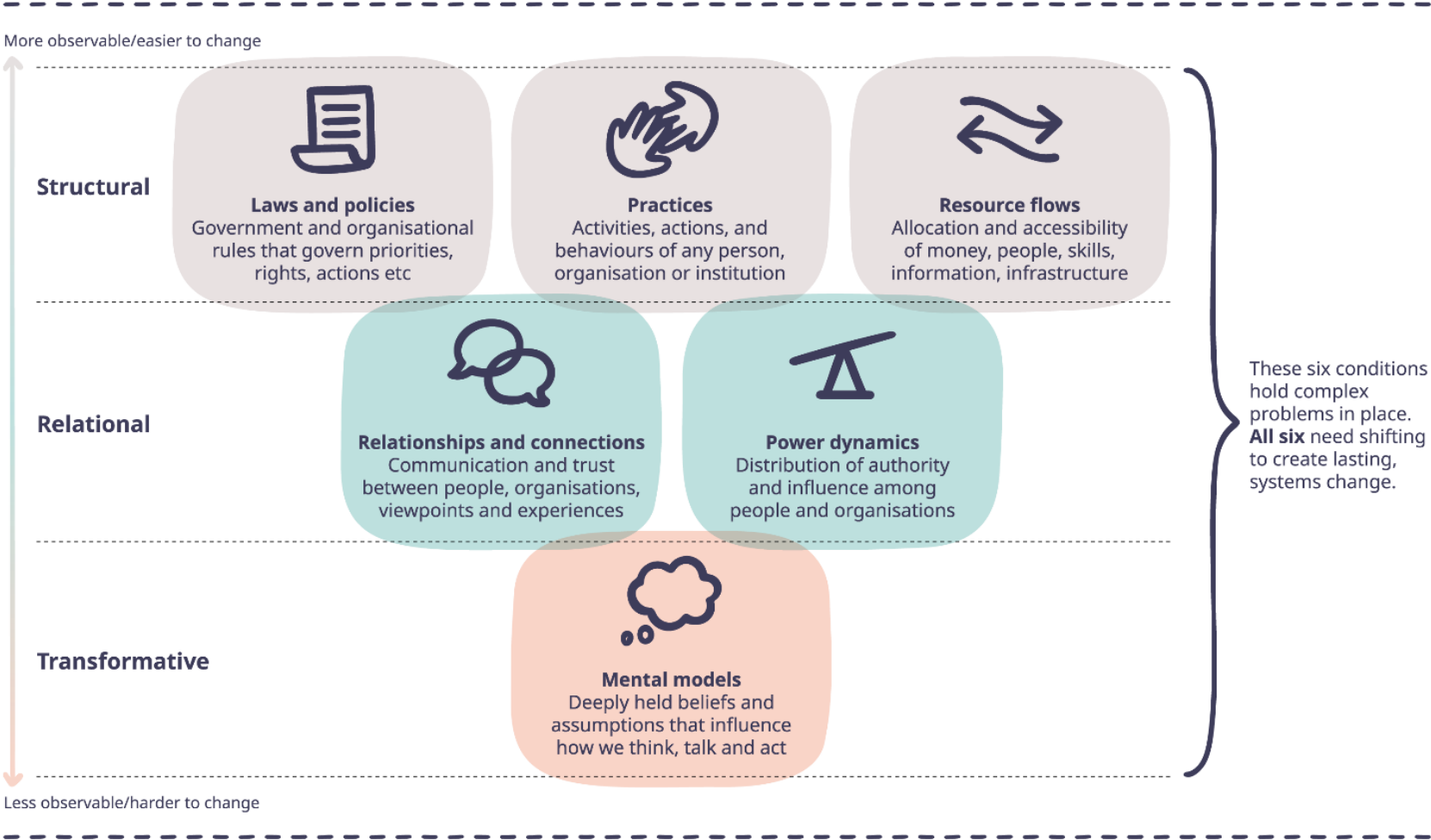
Complexity and systems thinking

The evaluation was founded on an understanding that human trafficking and exploitation are 'complex' social problems.² Accordingly, we used several frameworks and literature on complex and systems change to guide the evaluation tools and analysis. In relation to outcomes and effectiveness, the evaluation identified both intended and unintended outcomes, assessed joint rather than sole causal attribution, and used a systems change framework ('The Water of Systems Change', see diagram on next page) to analyse the relevance of outcomes to systems change.³ We also used 'The Water of Systems Change' in the strategy assessment for analysing contextual needs and priorities. In addition, the evaluation used literature on philanthropy and systems change theory when assessing the Programme's management.⁴

Systems change framework

The conditions that influence complex problems

Adapted from 'The Water of Systems Change': Kania et al, 2018



2. Key evaluation questions

The evaluation was based on key evaluation questions related to the outcomes and effectiveness of the Programme, the relevance and coherence of the strategy, and the efficiency of Programme management.

Criteria	Key Evaluation Questions and Sub-Questions
Effectiveness	KEQ1 To what extent has the Programme made a contribution to its goal and objectives? <i>(plus 9 sub-questions based on qualitative indicators from the Programme's M&E framework)</i>
Efficiency	KEQ2 To what extent has Porticus managed the Programme in an efficient and timely manner? 2.1 To what extent has the Programme used resources (human, financial, organisational) in an efficient and timely manner to achieve results? 2.2 To what extent has Porticus been able to efficiently monitor progress of the Programme and the individual grants?
Relevance	KEQ3 To what extent has Porticus designed a Programme that is relevant to the needs of key stakeholders? 3.1 To what extent are the Programme strategy and approach relevant to the needs, priorities and perceptions of the local population, beneficiaries, grantees, target groups, and key external stakeholders in local, national, regional anti-trafficking networks and systems? 3.2 To what extent is the Programme theory of change based on valid/tested assumptions?
Coherence	KEQ4 To what extent has the Programme operated in line with the Porticus anti-trafficking portfolio strategy and its outcomes? 4.1 To what extent do the Programme activities and strategies fit the planned objectives and theory of change? 4.2 To what extent have the Programme and its grants incorporated interventions related to the four enablers (accountability, human rights, participation, transparency)? 4.3 To what extent is the victim support stream and its projects compatible with the other two Programme streams? 4.4 To what extent has the Programme enhanced interaction, collaboration and cooperation amongst partners?
Impact orientation & sustainability	KEQ5 What is the potential of the Programme to achieve systemic disruptions to human trafficking in the future and what are the implications of evaluation findings for future programme strategy and development?

3. Assessment areas

The evaluation responded to these questions by undertaking three areas of assessment.

<p>Strategy assessment</p>	<p><i>Strategy assessment:</i> Assessment of the extent to which the Programme strategy was relevant, clear and logical, evidence-informed, and feasible.⁵ Additional assessment of coherence of the Trafficking Portfolio, Migration Portfolio, the Programme strategy, and grant strategies, and complementarity of 'direct assistance' grants funded outside the programme.</p> <p><i>Data collection methods:</i> literature review, interviews with key informants in community, civil society, government, business, and legal sectors, including participants/beneficiaries, review of Programme and project documents, interviews with Porticus, interviews with partners, partner questionnaire.</p> <p><i>Validation:</i> Reflection meetings with Porticus and written feedback from partners.</p>
<p>Programme management assessment</p>	<p><i>Systems change assessment:</i> Assessment of the extent to which Programme management practices were aligned with recommended practice for philanthropy and systems change.⁶ Additional assessments: degree of change in collaboration between partners (using an adaptation of 'The Collaboration Spectrum Tool'),⁷ and degree to which Porticus, partners and evaluators involved people with lived experience (using an adaptation of 'The Spectrum of Public Participation').⁸</p> <p><i>Process review:</i> Assessment of areas for efficiency improvement potential in the Programme's process of 'grant-making and management'.⁹</p> <p><i>Data collection methods:</i> review of Programme documents, interviews with Porticus staff, interviews with partners, partner questionnaire, workshops and meetings with Porticus and partners.</p> <p><i>Validation:</i> Reflection meetings with Porticus and written feedback from partners.</p>
<p>Effectiveness assessment</p>	<p><i>All grants:</i>¹⁰ Assessment of the most significant outcomes of each project funded by the Programme, including intended and unintended outcomes, contributions to outcomes by partners and others. <i>Selected grants:</i>¹¹ Assessment of barriers to and enablers of change.</p> <p><i>Meta-analysis:</i> Data was aggregated and meta-analysis was conducted using a systems change framework¹² and thematic areas¹³ to identify common categories of outcomes, and patterns of barriers to and enablers of change. Analysis was also conducted of contribution towards Programme goal and objectives, and to 'justice' as defined by people with lived experience.</p> <p><i>Data collection methods:</i> review of grant documents and other documentary sources, interviews and focus groups with partners, interviews with key informants (including people with lived experience of trafficking or exploitation),¹⁴ observation of some project activities.</p> <p><i>Validation:</i> Triangulation of data sources; reflection workshops and written feedback from partners.</p>

In total, evaluators conducted 266 interviews and focus group discussions with 158 evaluation respondents, and held 5 online reflection workshops with partner organisations.

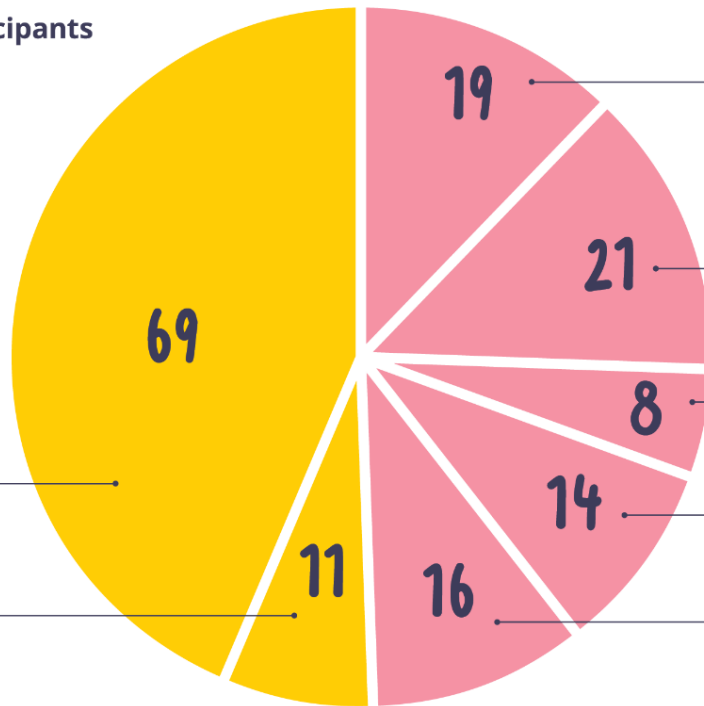
Evaluation participant groups and locations

Number of participants in each group

- Internal stakeholders
- External stakeholders

Partners
Organisations funded by Porticus

Porticus
Current and former staff, and external consultants



Community
People at risk of or affected by trafficking or exploitation, and community members or leaders

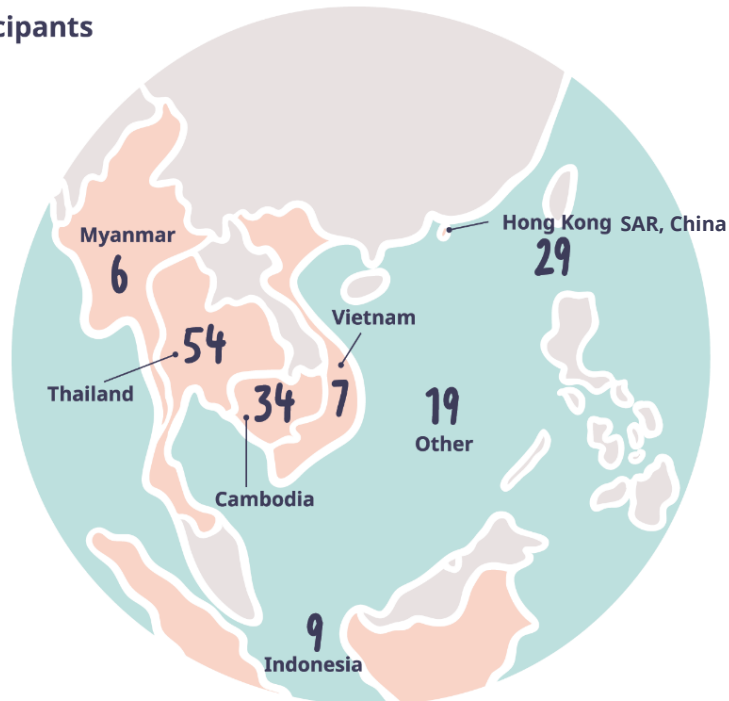
NGOs and donors

Lawyers
From NGOs and private sector

Government
Policy makers and law enforcement

Business
Global companies, recruiters, banks

Number of participants in each location



4. Key risks and limitations

- The quality of the evaluation's assessment of Programme effectiveness was limited by the large number and diversity of projects within the Programme, a limited amount of relevant data from project-level monitoring activities, and confidentiality restrictions related to some partners' activities. Subsequent to this evaluation, several project-level evaluations were planned to take place and the findings of this evaluation should be considered in light of findings from those evaluations.
- The number of independent data sources varied between projects and was sometimes low, potentially limiting the reliability of data. Risk of bias of single sources was mitigated through triangulation of data sources, and variations in the number of sources were reported in evaluation findings about outcomes.¹⁵ Findings were also validated through consultation with Porticus and partners in online reflection meetings and workshops, and written feedback processes.
- Engagement of people with lived experience of trafficking or exploitation created potential risk of harm to those persons. To mitigate this risk, evaluators followed a protocol for upholding participant rights and safety. This protocol included a screening process to identify kinds of support that individuals may require, offering individuals a range of options for engagement, providing information about the evaluation process both in writing and verbally in their preferred language, seeking consent at the start and end of interviews, and offering to connect people with support services after evaluation interviews.
- COVID-19 delayed some aspects of Programme implementation and prevented evaluators from conducting most interviews and focus groups face-to-face. Evaluators consulted with partners about potential challenges of engaging key informants remotely and what the most appropriate forms of engagement would be. Most evaluation activities took place remotely, including online interviews and focus groups, online workshops, and online observation of some activities. Although no significant problems resulting from remote engagement were observed, it is possible that the quality of participation and openness of some stakeholders was negatively impacted to a certain degree.

Endnotes

¹ Patton, M Q., 2015, *Qualitative Research and Evaluation Methods* (4th Edn) Sage Publications, California.

² Snowden, D.J. & Boone, M.E., 2007, 'A leaders framework for decision making—wise executives tailor their approach to fit the complexity of the circumstances they face', *Harvard Business Review*, <https://hbr.org/2007/11/a-leaders-framework-for-decision-making>.

³ Kania, J., Kramer, M., Senge, P., 2018, *The Water of Systems Change*, https://www.fsg.org/publications/water_of_systems_change#download-area.

⁴ Criteria adapted from TACSI, 2019, *Philanthropy and Systems Change*, <https://www.tacsi.org.au/wp-content/uploads/2019/10/Philanthropy-systems-and-change.pdf>; TACSI, 2019, *Philanthropy and systems change: Conversations tools*, <https://www.tacsi.org.au/wp-content/uploads/2019/10/conversation-tools.pdf>, and also informed by Kippin, H., Swinson Reid, R., 2015, A New Funding Ecology- A Blueprint For Action, http://wordpress.collaboratei.com/wp-content/uploads/A-New-Funding-Ecology_-A-Blueprint-For-Action_Digital.pdf; Stevenson, A., Bockstette, V., 2018, Being the Change, <https://www.fsg.org/publications/being-change>; Lowe, T., Plimmer, D., 2019, Exploring the new world: Practical insights for funding, commissioning and managing in complexity, <http://wordpress.collaboratei.com/wp-content/uploads/1.-Exploring-the-New-World-Report-MAIN-FINAL.pdf>.

⁵ Criteria adapted from ITAD, 2020, *Porticus Migration and Human Trafficking Portfolio Review*.

⁶ Criteria adapted from TACSI, 2019, *Philanthropy and Systems Change*, <https://www.tacsi.org.au/wp-content/uploads/2019/10/Philanthropy-systems-and-change.pdf>; TACSI, 2019, *Philanthropy and systems change: Conversations tools*, <https://www.tacsi.org.au/wp-content/uploads/2019/10/conversation-tools.pdf>.

⁷ Adapted from Tamarack Institute (2017) 'The Collaboration Spectrum Tool' available at:

<https://www.tamarackcommunity.ca/hubfs/Resources/Tools/Collaboration%20Spectrum%20Tool%20July%202017.pdf>.

⁸ Adapted from IAP2, Spectrum of Public Participation, https://iap2.org.au/wp-content/uploads/2019/07/IAP2_Public_Participation_Spectrum.pdf.

⁹ Applying a stakeholder-driven, partial efficiency assessment approach: Palenberg, M. (2011) *Tools and Methods for Evaluating the Efficiency of Development Interventions*. Evaluation Working Papers. Bonn: Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung, <http://www.bmz.de/en/what_we_do/approaches/evaluation/Evaluation/methods/index.html>, pp pxiii, 27-29, 53-55.

¹⁰ All grants = 24 Programme grants + 3 'victim support' grants; 16 Programme partners + 1 'victim support' partner.

¹¹ Utilisation-focused sampling of grants regarded by Porticus as strategically significant = 21 out of 24 grants; 15 out of 16 partners.

¹² Kania, J., Kramer, M., Senge, P., 2018, *The Water of Systems Change*, https://www.fsg.org/publications/water_of_systems_change#download-area.

¹³ Themes = (1) Legal assistance and access to justice; (2) Strengthening law enforcement; (3) Law and policy reform; (4) Migrant worker rights and power; (5) Engaging the private sector.

¹⁴ There were two kinds of key informants (1) participants/beneficiaries of partners' activities; (2) other stakeholders with knowledge of partners' work. We excluded people in situations of immediate vulnerability. In some cases key informants were unavailable to participate in the evaluation. See more on limitations in Appendix A.

¹⁵ The number of data sources about Programme outcomes varied between different projects. To clearly identify the strength of evidence and variations between projects, 'strength of evidence' ratings were applied to all findings about outcomes.

'Low': two independent sources.

'Medium': three independent sources.

'High': four or more independent sources.