

NO. 5

# TERMINAL EVALUATION REPORT

ON

## DEVELOPING VOCATIONAL OPPORTUNITIES AND CREATIVE ACTIVITIES FOR PEOPLE WITH DISABILITIES AND COMMERCIALIZING HILL-TRIBE PEOPLES' CRAFTS IN THAILAND

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Japan International Cooperation Agency (JICA)  
Thailand Office

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## ABBREVIATIONS AND ACRONYMS

CBR	Community Based Rehabilitation
DAC	Development Assistance Committee
FCD	Foundation for Children with Disabilities (Foundation for Handicapped Children)
HFF	Healing Family Organization (The parents organization of people with disabilities)
JICA	Japan International Cooperation Agency
NGO	Nongovernmental organization
OBT	Ongkon Borihan Tambon (Tambon Administrative Office)
OECD	Organization for Economic Co-operation and Development
PDM	Project Design Matrix
PR	Public Relations
PWDs	People with disabilities
QOL	Quality of Life
SCC	Saori Creative Center (The center on development of creative activities for people with disabilities)

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## Chapter 1 Summary of the Terminal Evaluation

<b>I. Outline of the Project</b>	
Country: Thailand	Project title: Developing Vocational Opportunities and Creative Activities for People with Disabilities and Commercializing Hill-tribe Crafts in Thailand
Issue/Sector: Support of People with disabilities and vulnerable, rural/community development	Cooperation Scheme: JICA Partnership Program
Division in charge: Social Security Team, Human Development Department, Japan International Cooperation Agency (JICA)	Total cost: 82,859,700 Japanese Yen Cost per participant: N/A Share of Japan's Contribution: 100%
Period of Cooperation: (R/D): 10 October 2002 – 9 October 2005	Partner Country's Implementing Organization Foundation for Children with Disabilities (FCD)
	Supporting Organization in Japan: NPO SAORI-HIROBA
Other related agencies: Kawila Anukul School for the Mentally Retarded, Maya Kodami Foundation, Saori Creative Center, Parents group: Healing Family Foundation (HFF), etc	
<p><b>1. Background of the Project</b></p> <p>Saori is a technique of modern hand weaving which created by Misao Jo in Osaka, Japan. The only things to be taught are basic techniques. Saori weaving has neither rules nor restrictions on colors, weaving patterns, and materials. they are all up to the person who does the weaving. Saori weaving is especially famous among Japanese housewives as a hand weaving that encourages free expressions. Since there is no right or wrong way in Saori weaving, people with disabilities began to learn it. Saori weaving helps people with disabilities become self-reliant and participate in society. SAORI-HIROBA was established in 1982 to promote socialization of people with disabilities and their families through Saori weaving. It spread in Japan as well as abroad. In Thailand, many activities have been implemented since SAORI-HIROBA introduced Saori weaving machines to the Foundation for Children with Disabilities (FCD) in 1989. A Saori school was built in 1998 and Japanese teachers there have trained staff members from medical organizations or institutions for people with disabilities. FCD has introduced Saori weaving in education of handicapped children and maintained cooperation with SAORI-HIROBA. Given such background, SAORI-HIROBA proposed a JICA partnership program named the Foundation for Handicapped Children as the counterpart organization, and it was approved in 2000. The Project consists of two concepts One is the development of vocational opportunities and creative activities for people with disabilities. The other component is the commercialization of hill-tribe crafts such as a hand-spun thread The hand-spun thread made by hill-tribe peoples is used for Saori hand weaving by people with disabilities at Saori Creative Center (SCC). The Project aims at 1) income generation of hill-tribe peoples and 2) promotion of self-reliance and socialization of people with disabilities.</p> <p><b>2. Project Overview</b></p> <p><b>(1) Overall Goal</b></p> <ol style="list-style-type: none"> <li>1) People with disabilities achieve economic independence and public understanding for people with disability deepens.</li> <li>2) The quality of life of the hill-tribe peoples is enhanced.</li> </ol> <p><b>(2) Project Purpose</b></p> <ol style="list-style-type: none"> <li>1) People with disabilities at the SCC lead an independence living, and social understanding toward them is enhanced.</li> <li>2) The living standards of targeted hill-tribe peoples are enhanced.</li> </ol>	

## (3) Outputs

- 1) Developed and managed the hand weaving program and ensured that it function well.
- 2) Developed and managed the Community Based Rehabilitation (hereinafter referred to as 'CBR'), and ensured that it function well.
- 3) Activities are designed to support the development of the products of hill-tribe peoples.
- 4) Managed marketing organization to be organized separately, and ensured that it function well.
- 5) Developed a program to promote public awareness of people with disabilities.

## (4) Inputs (as of the terminal evaluation)

## Japanese side:

Long-term experts: 2 (Project Coordinator, Assistant of Project Coordinator/Accountant)

Short-term experts: 2 (Project Manager, Training of Trainers/Product Development)

Local staff members: 6 (1 local coordinator, 4 operational assistants and 1 driver)

Trainees accepted: 8 (2 people x 4 times. Visiting the headquarters of SAORI-HIROBA in Osaka, a one village one product project in Oita, and etc.)

Equipment (1 car, 50 handlooms, 2 PCs, and others. Including cost of transportation): 9,275,000 Yen

Local cost (general operation, construction, local training and activities, exchange technology, implementation planning): 20,263,000 Yen

Others (travel, employment, indirect charge): 6,532,000 Yen

Total: 82,860,000 Yen

Thai side: About 600 Volunteers

## II. Evaluation Team

Members of Evaluation Team	JICA Thailand Office, IC Net Asia Co., Ltd.	
Period of Evaluation	8/8/2005- 2/9/2005	Type of Evaluation: Terminal

## III. Results of Evaluation

## 3-1 Confirmation of Project Performance

## (1) Inputs

Most inputs are invested as planned except for some delay in making agreement between JICA and the implementing NGO, and in transferring local cost from JICA to implementing NGO.

## (2) Outputs

1) Approximately 12 people with disabilities are learning Saori hand weaving at SCC. One has graduated from SCC. Now she is working independently in Chiang Rai and earns an income by sending her products to SCC. There is a parents group of people with disabilities at SCC. They had guidance from the Project and established a foundation called Healing Family Foundation (HFF) to take over the management of SCC. In addition, SCC has 3 trained staff members who can provide hand weaving training on their own. A board member of the Foundation of Children with Disabilities is supposed to join HFF. Thus the hand-weaving program has been developed and managed well at SCC.

2) Many exhibitions, events and seminars contributed to raising awareness toward people with disabilities and promoting the concept of Community Based Rehabilitation (CBR). In addition, TV programs often introduced the Project. Understanding toward people with disabilities and CBR would thus be enhanced. The Project regards these activities for awareness raising as a CBR program. A CBR program was developed and worked to some extent.

3) In the targeted hill-tribe villages, the production of cotton and hand-spun thread increased with the assistance of the Project. Activities to support the product development of hill-tribe peoples are established.

4) Exhibitions and events in Thailand and Japan cultivated regular customers who purchase the



products made by people with disabilities. Methods of marketing and quality control are established. The project is teaching the Healing Family Foundation to acquire the function of marketing. Regarding a hand-spun thread and plant dyeing by the hill-tribe peoples, a local NGO where the Project Manager serves as the representative is going to continue the assistance. While the marketing of the products made by people with disabilities and hill-tribe peoples is done systematically, people with disabilities and hill-tribe peoples cannot market their products on their own.

5) Exhibitions, events and seminars were planned and implemented in order to develop a public understanding toward people with disabilities. The target of Output 5 was thus achieved.

### (3) Project Objectives

The Project was evaluated to have achieved the Project Purpose for the following reasons.

- 1) The activities at SCC proved that people with disabilities can live independently and participate in society. Professors in the Faculty of Associated Medical Sciences at Chiangmai University realized it. Awareness toward people with disabilities is spreading through many exhibitions, events, and seminars by the Project, and demonstrations of mini projects in other areas.
- 2) The products and sales of hand-spun thread and natural dyeing by hill-tribe peoples are increasing. The Project contributes to the income generation of the hill-tribe peoples.

### (4) Remarks on the Implementation Process

- 1) Almost every activity has been implemented as scheduled. However, a curriculum of CBR wasn't developed because it was not necessary for the CBR program conducted by this Project.
- 2) It took 2 years from the adoption of the proposal to the implementation of the Project because the implementing organization had to apply for foreign NGO registration at the Department of Employment of the Ministry of Labor. NGO registration requires many application forms and approvals from the authorities such as the Office of the National Security Council, the National Intelligence Agency and the Armed Force Security Center Supreme Command Headquarters. In the case of SAORI-HIROBA, the registration process took 1 year.
- 3) Although the Project initially positioned FCD as a counterpart of the Project, in the end HFF became a de facto counterpart of the Project. To secure sustainability of the Project, it is critical to continue SCC activities. However, FCD, located in Bangkok, has no capacity to take over SCC, and HFF ended up taking over SCC activities. Incidentally, a FCD board member is also a member of HFF. She is scheduled to move from Bangkok to Chiang Mai and teach Saori weaving.
- 4) The Project targeted the Japanese market. The textile market in Thailand is very competitive and there is no social class in Thailand that values Saori weaving, and prospects for selling its products were limited. On the other hand, a substantial number of people in Japan value and are expected to purchase Saori weaving products. The fact that products are made by people with disabilities in Thailand would add to their uniqueness and facilitate sales of the products as well.

## 3-2 Summary of Evaluation Results

### (1) Relevance

The Constitution of 1997 guarantees basic human rights, fairness and participation in the development of Thailand. The National Development Plan for the Quality of Life of People with Disabilities 2002-2006 is established by the Ministry of Social Development and Human Security in accordance with the Constitution. Thus the plan stresses that Thai society should be aware of the capacities of people with disabilities and their potential for self-development. The plan also points out the need for support for vocational training and employment opportunities. Meanwhile, JICA has recently been promoting human security as an important development subject. Therefore, the Project is consistent with the policies of both Japan and Thailand.

While the National Development Plan for People with Disabilities has already been established, the support system for people with disabilities, especially intellectual disabilities, is not sufficient in Thailand. People with disabilities still face discrimination. Accordingly, they need support for improving livelihoods and opportunities for working and socializing that the Project aims to provide.

With regard to the hill-tribe peoples, the royal family is implementing a project to support them. The Project is consistent with such policy. Since some of the hill-tribe peoples still have limited means of earning an income and their standards of living are quite low. They had a substantial need for cultivating a new source of income through the Project, and they need support for improving livelihoods.

#### (2) Effectiveness

As shown in the Project Performance section, the activities at SCC proved that people with disabilities can live independently and participate in society. Intellectuals approved the effectiveness of the approach. Meanwhile, awareness raising by mini projects, exhibitions, events and seminars has enhanced an understanding toward people with disabilities. The products and sales of hand-spun thread and natural dyeing by hill-tribe peoples are increasing. The Project accomplished a fair degree of the outputs and project objectives and stands a good chance of achieving the overall goal in the future. As these outputs were not achieved by the outside factors, the Project was highly effective in achieving the project objectives.

#### (3) Efficiency

Each of the Japanese experts and national staff members had a different responsibility and was necessary and suitable for the Project implementation. Regarding the provided facilities, each of them is utilized efficiently although transport of handlooms caused some delay. Total expenses were also used appropriately. Total inputs were reasonable in comparison to the achieved outputs of the Project.

#### (4) Impact

The Project contributed to income generation of people with disabilities at SCC and targeted hill-tribe peoples. The Project also developed an understanding of people with disabilities mainly among intellectuals by holding many exhibitions, events and seminars. Meanwhile, the activities of SCC that may be a model case will be taken over by HFF. As more participants in Saori activities are expected, an understanding of people with disabilities would gradually increase.

Regarding the assistance for the targeted hill-tribe peoples, the Project contributed to the income generation of the targeted villages, and enabled a local NGO to continue the activities. Thus, improvement in the quality of life in the targeted villages is highly likely.

Moreover, the Maya Kotami Foundation, the implementing organization of the mini project, has launched Saori hand weaving as an occupational therapy for tsunami victims in the destroyed areas. The Project sent 10 handlooms, and contributed to supporting the victims and promoting Saori hand weaving.

It is thus fair to say that the Project had a large impact on its direct stakeholders such as people with disabilities, their families, hill-tribe peoples and tsunami victims. In addition, the Project helped enhance a public understanding toward people with disabilities.

#### (5) Sustainability

As stated above, FCD was initially the counterpart organization, but eventually HFF became the de facto counterpart. The activities at SCC will be taken over by HFF. As the past activities succeeded in drumming up the support from Japan, there might be some support for marketing and funding. However, whether HFF can maintain the present management, product development and market cultivation remains to be seen. To strengthen sustainability to the fullest extent, members of the HFF should first do their best to keep the activities going while developing their own skills. Secondly, some continuous support for management of HFF and marketing of the products might be needed.

A local NGO will continue to support the hill-tribe peoples. However, it will take time before the hill-tribe peoples can maintain the project activities on their own due to a lack of knowledge and experience in economic activities.

### 3-3 Factors prompting effect and impact

(1) Factors on Planning

- The style of Saori weaving that encourages free expressions is quite unique, attractive and easy to promote to the public. These strengths facilitate sales of products of people with disabilities and enhance an understanding toward people with disabilities.
- The project concept combining the self-reliance of people with disabilities and the income generation for hill-tribe peoples also helped add value to the products in the market.
- The Project has considered the use of the media since the planning stage. By using the media such as a local newspaper and a TV program, the Project effectively conducted market cultivation and awareness raising for people with disabilities.

(2) Factors on the Implementation Process

- SCC has successfully demonstrated that the trainees can become more independent and socialize through Saori hand weaving. This achievement has been widely publicized and contributed to raising a social awareness in an effective manner
- The market has widely expanded because the Project targeted the Japanese market.
- By conducting the activities involving academic experts and celebrities, a social understanding toward people with disabilities was effectively enhanced.

3-4 Factors inhibiting effect and impact

(1) Factors on Planning

- A part of planned CBR activities were not implemented because the Project started before its concrete contents were formulated.
- At the terminal evaluation, PDM had to be revised in accordance with the reality because PDM was prepared without extensive discussion at the beginning of the Project. The initial PDM included in its Overall Goal and Project Purpose the following: people with disabilities and hill-tribe peoples to be able to support themselves economically; and promoting social understanding of these people. However, there is no plan to promote understanding of hill-tribe peoples, and no activity has been undertaken in this regard. Accordingly, at the time of the evaluation, two components (assistance to people with disabilities and assistance to hill-tribe peoples) were separately described in both the Overall Goal and the Project Purpose. With regard to the hill-tribe peoples, the only goal was to be improvement of livelihoods.

(2) Factors on the Implementation Process

- The implementing organization did not fully grasp how to utilize PDM and evaluate a project. The organization had a difficulty setting up the indicators at the terminal evaluation. During the implementation of the Project, the stakeholders considered adding qualitative indicators to PDM to suit the Project that emphasized inner growth of people with disabilities. However, the implementing organizations insisted that the existing qualitative indicators would suffice, and no revision of indicators was undertaken. At the time of the project evaluation, no new indicators for PDM were set. Using existing indicators, qualitative as well as quantitative evaluation was done to the fullest possible extent.
- When the Project was adopted, both JICA and the implementing organization had little knowledge on the foreign NGO registration process in Thailand. It took a year to complete the registration process
- JICA did not have a well-defined policy on handling the cost of NGO registration and the judgment of whether JICA would disburse the cost of NGO registration varied depending on person in charge, causing the implementing organization to distrust the accounting methods of JICA.
- At the beginning of the Project, the implementing organization was unaccustomed to the accounting methods of JICA and had trouble in paperwork.

3-5 Conclusion

The project demonstrated that Saori hand weaving at SCC can enhance the self-reliance and social participation of people with disabilities, and proved the effectiveness of the project approach. Holding a large number of exhibitions, events and seminars developed an understanding toward the self-reliance and social participation of people with disabilities. Regarding the assistance to hill-tribe peoples, the Project provided a new resource of income to the targeted hill-tribe villages and contributed to the income generation there. Although some concerns on the sustainability of the Project still remain, the approach of the Project was correct to assist the socially vulnerable such as people with disabilities and hill-tribe people. Considering the amount of inputs, the Project had positive impacts to a credible extent.

### 3-6 Recommendations

#### (1) Necessity of a support organization in Japan

The activities at SCC will be passed to HFF. HFF has a weak financial base and little knowledge on the Japanese market that is important for Saori products. Therefore, HFF needs to have a support organization in Japan that provides financial support and technical advice on marketing there.

#### (2) Recruitment of volunteers for product development

HFF seems to have few human resources who are skilled in the product development for selling in Japan. HFF thus needs to recruit Thai and foreign volunteers with such skills.

#### (3) Utilization of the Internet

The website can help maintain regular communication with the Project stakeholders, attract more support for HFF and promote sales of products. The Project needs to update the website more regularly and make better use of the Internet.

#### (4) Investigation of other means for self-reliance

While Saori hand weaving is a unique and effective method for self-reliance for people with disabilities, the Project needs to prepare alternative work options so that people with disabilities can select a suitable one for them. With careful regard to the aptitudes of people with disabilities, HFF and its supporters should consider the introduction of appropriate technology. The ideas for appropriate technology may include drawing, and making handicrafts or sweets in a Japanese style.

### 3-7 Lessons Learned

#### (1) Disclosure of the foreign NGO registration procedures in Thailand

A foreign NGO is legally required to register with the Ministry of Labor in order to work in Thailand. When JICA conducts a Partnership Program with a Japanese NGO in Thailand, it should inform in advance the applicant NGO of the necessity of NGO registration. Meanwhile, some basic regulations and guidelines for NGO registration will be released on the Internet.

#### (2) Understanding of the JICA project management

The implementing organization SAORI-HIROBA had no prior experience in implementing a JICA project. Due to the lack of knowledge on accounting work and report writing, it spent too much time and energy on paperwork. From now on, preliminary guidance on management of a JICA project should be provided to an implementing organization. In addition, it is also essential that the implementing organization receive a clear explanation on the JICA evaluation method based on a logical framework and acknowledge it before the Project.

#### (3) Utilization of PDM

The original PDM was established without sufficient understanding of implementing NGO. That made the Project difficult to be managed and evaluated within the scope of PDM. It is essential that the implementing organization receive a clear explanation on the JICA evaluation method based on a logical framework and acknowledges it before the start of the Project. In addition, it would be

necessary to discuss the pros and cons of managing NGO activities with PDM and evaluation methods.

(4) Consideration of NGO finance

Most NGOs have little financial capacity. Any delay of payment directly affects their operations. The implementing organization of the Project said that even a one-month delay in payment caused a serious cash-flow problem. Fixed expenditure amounts such as personnel costs should be disbursed in advance or every month.

## Chapter 2 Scope of Evaluation Study

### (1) Background and Goal of Evaluation Mission Dispatch

Before the completion of the Project on 9 October 2005, the terminal evaluation was conducted from 8 August 2005 to 2 September 2005. The objectives were as follows

- To review degrees of project achievements in comparison with its original plan, as well as to identify its implementation process.
- To evaluate the Project following the five criteria including “relevance”, “effectiveness”, “efficiency”, “impact” and “sustainability”.
- To make recommendations regarding the partnership program between JICA and NGOs in Thailand

### (2) Mission Team and Time Frame

The Evaluation Team consists of the following members.

Name	Assignment	Title/Organization	Time Frame
Mr. Ikuo YAMAMOTO	Team Leader	Senior Consultant, IC Net Limited, Saitama, Japan	August 8 – September 2, 2005
Ms Akiko FUJIMOTO	PCM Evaluation Analysis	Staff, IC Net Limited, Saitama, Japan	August 8 – September 2, 2005

### (3) Project Overview

Saori is a modern hand weaving technique which created by Misao Jo in Osaka, Japan. Saori weaving has neither rules nor restrictions. on colors, weaving patterns, or materials: they are all up to the person who does the weaving. Saori is the first syllable of the word “Sai”. Sai is a Zen Buddhist term that means everything has its own individual dignity. “Ori” of Saori means weaving. Saori weaving is famous among Japanese housewives as a hand weaving that encourages free expressions. Since there is no right or wrong way in Saori weaving, people with disabilities began to learn it. Saori weaving helps people with disabilities become self-reliant and participate in society.

SAORI-HIROBA was established in 1982 to promote socialization of people with disabilities and their families through Saori weaving. It spread in Japan as well as abroad. In Thailand, many activities have been implemented since SAORI-HIROBA introduced Saori weaving machines to the Foundation for Handicapped Children (present Foundation for Children with Disabilities: FCD) in 1989. A Saori school was built in 1998, and Japanese teachers there have trained staff members from medical organizations or institutions for people with disabilities.

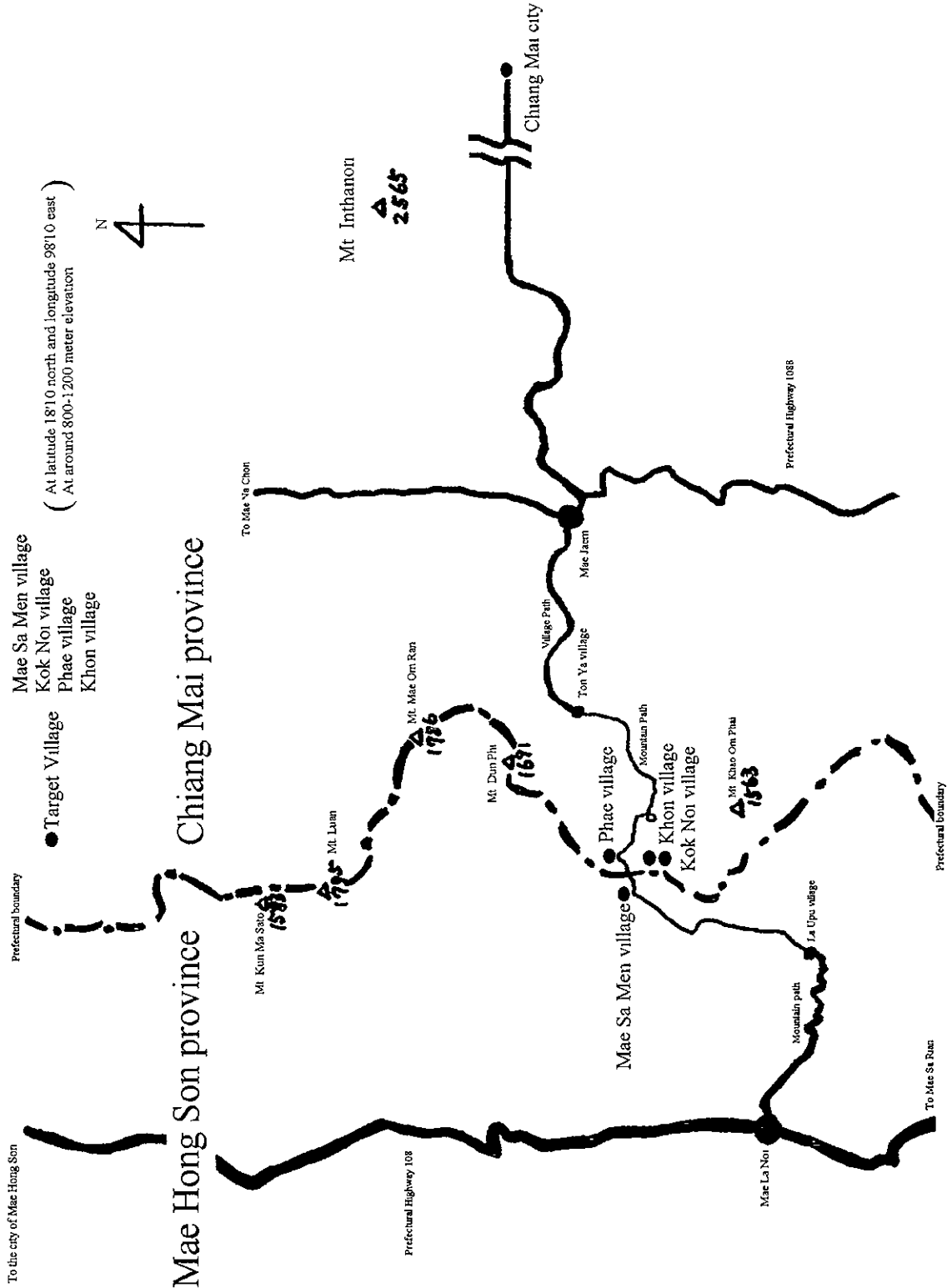
With the background mentioned above, SAORI-HIROBA proposed a project for the JICA partnership program named the Foundation for Handicapped Children as the counterpart organization, and it was approved in 2000. The Project aims at 1) promotion of self-reliance and socialization of people with disabilities and 2) income generation for hill-tribe peoples. See the Appendix 1 (Project Design Matrix, version 0) for further details on the Project.

The Project consists of two components. One is the development of vocational opportunities and creative activities for people with disabilities. The Saori Creative Center (SCC), the center for development of creative activities for people with disabilities, was set up in Chiang Mai to play the key role in the operation of the Project. Approximately 12 people with disabilities are learning Saori hand weaving at SCC. The other component is the commercialization of hill-tribe crafts such as a hand-spun thread. The project site of hill-tribe peoples was selected in consideration of the poverty level and whether or not they have any assistance from other organizations. Four target villages, Mae Sa Men village (Karen tribes), Phae village, Khon village and Kok Noi village (Lua tribes) were selected by the Project with careful regard to the villagers' capability to conduct the Project.<sup>1</sup> The Project has promoted the production of traditional hand-spun thread in the villages for income generation. The hand-spun thread made by the villagers is used for Saori hand weaving by people with disabilities at SCC.

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<sup>1</sup> The evaluation team conducted the survey in two villages, Mae Sa Men village (Karen tribes) and Kok Noi village (Lua tribes).

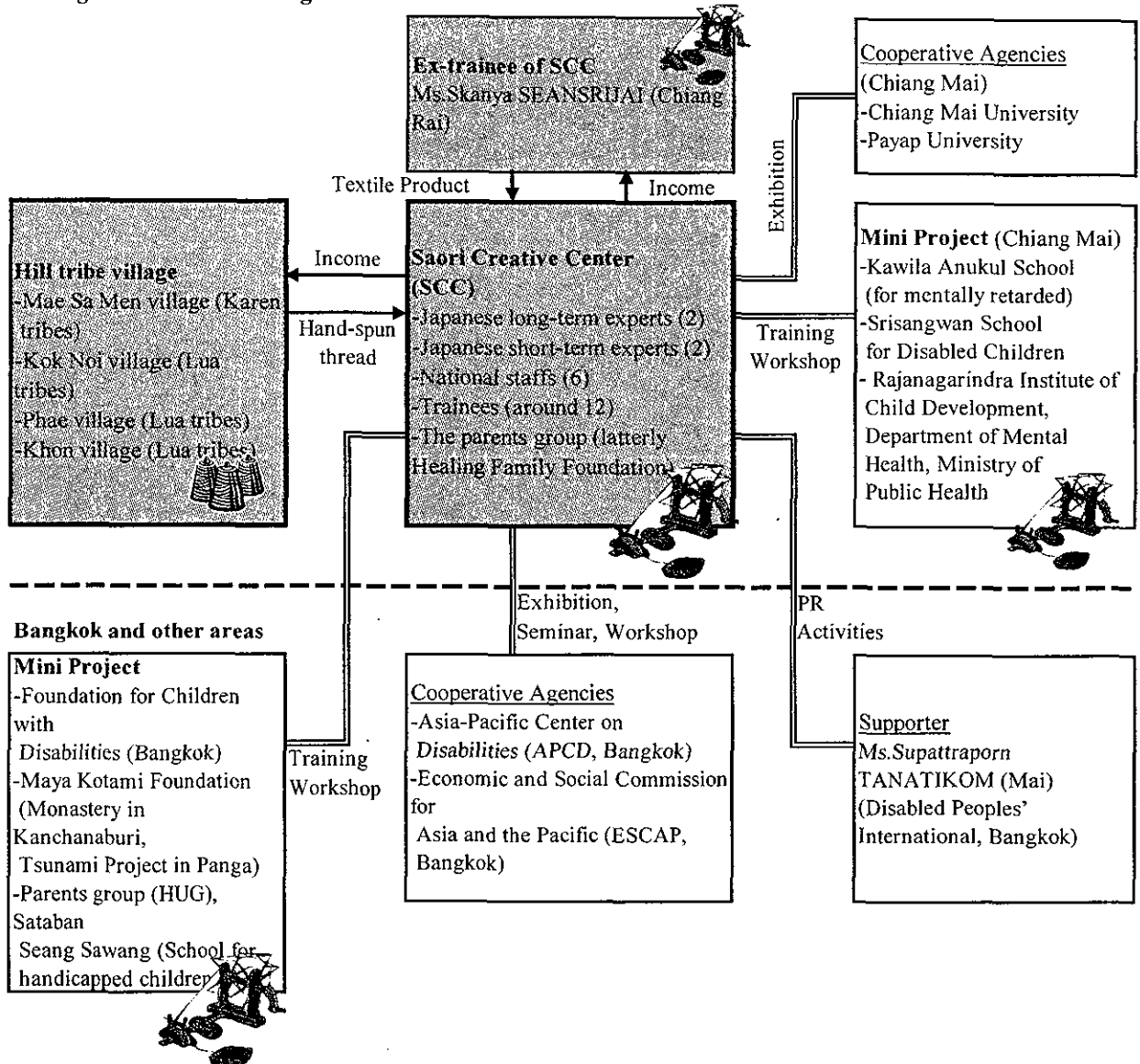
< Map of the target hill-tribe villages >



<Project Organization Chart>

The Project was implemented by the following organizations. Before the termination of the Project, "Healing Family Foundation (HFF)" was organized by the parents group to take over the activities of SCC.

**Chiang Mai and surrounding areas**





## Chapter 3 Evaluation Methods

### (1) Development of PDMe

At the terminal evaluation, PDM had to be revised in accordance with the reality because PDM was prepared without extensive discussion at the beginning of the Project. The initial PDM included in its Overall Goal and Project Purpose the following: people with disabilities and hill-tribe peoples to be able to support themselves economically; and promoting social understanding of these people. However, there is no plan to promote understanding of hill-tribe peoples, and no activity has been undertaken in this regard. There was no discussion on separating two components of the Project in the original PDM during the implementation of the Project.<sup>2</sup> Accordingly, at the time of the evaluation, the evaluation team revised the original PDM in line with the reality, and developed the PDM for the terminal evaluation (PDMe is attached as the appendix 2) in order to conduct the evaluation smoothly. Two components (assistance to people with disabilities and assistance to hill-tribe peoples) were separately described in both the Overall Goal and the Project Purpose. With regard to the hill-tribe peoples, the only goal was to be improvement of livelihoods.

### (2) Evaluation Questions, Necessary Data, and Indicators

The collection of information on the activities and the outputs was based upon a review of project related documents. After checking the project achievement through the collected information, the evaluation questions, necessary data and indicators were developed in light of PDMe. The Project was evaluated in accordance with the five evaluation criteria established by DAC/OECD (See below for descriptions).

<Five criteria for evaluation>

<b>Evaluation criteria</b>	<b>Descriptions</b>
Relevance	Relevance refers to the validity of the Project purpose and the overall goal in connection with the development policy of the recipient governments as well as the needs of beneficiaries.
Effectiveness	Effectiveness refers to the extent to which the expected benefits of the Project have been achieved as planned, and examines if the benefit was brought about as a result of the Project (not of external factors).

<sup>2</sup> During the implementation of the Project, the stakeholders considered adding qualitative indicators to PDM to suit the Project that emphasized inner growth of the people with disabilities. However, the implementing organizations insisted that the existing qualitative indicators would suffice, and no revision of indicators was undertaken. At the time of the project evaluation, no new indicators for PDM were set. Using existing indicators, qualitative as well as quantitative evaluation was done to the fullest possible extent.

Efficiency	Efficiency refers to the productivity of the implementation process, examining if the input of the Project was efficiently converted into the output.
Impact	Impact refers to direct and indirect, positive and negative impacts caused by implementing the Project, including the extent to which the overall goal has been attained.
Sustainability	Sustainability refers to the extent to which the Project can be further developed by the recipient country, and the benefits generated by the Project can be sustained under the recipient country's policies, technology, systems, and financial state.

### (3) Data Collection Methods

The Evaluation Team conducted documentary reviews, interviews with staff members of organizations concerned with the Project including the Saori Creative Center (SCC), the Foundation for Children with Disabilities (FCD), the Thai International Cooperation Agency (TICA) and the Department of Employment (in charge of foreign NGO registration), and site visits to villages of the targeted hill-tribe peoples and people with disabilities. See the attached Evaluation Grid (Appendix 5) for the detailed methods of data collection.

## Chapter 4 Project Performance

### (1) Inputs

Total expenses were as planned. Although sending handlooms for the Tsunami project incurred an extra cost, the other expenses were reduced to balance the account. For the detailed inputs of the Project, refer to the following tables.

<Japanese side>

Category	Indicator	Accomplishment
Input 1: Total expenses	Amount	Total expenses; JPY 82,859,700 - JPY 17,872,050 (10 Oct 2002 - 31 Mar 2003) - JPY 24,881,850 (1 Apr 2003 - 31 Mar 2004) - JPY 24,943,800 (1 Apr 2004- 31 Mar 2005) - JPY 15,162,000 (1 Apr 2005 - 9 Oct 2005) Total expenses are as planned. Although sending handlooms for the Tsunami project incurred an extra cost, the other expenses were reduced to balance the account.
	Timing	There was some delay in payment. It caused a serious cash-flow problem to the implementing organization.

Input 2: Two long-term experts	Amount	<ul style="list-style-type: none"> <li>- Mr. Haruo NAKAYAMA (Project Coordinator): 36 M/M including work in Japan</li> <li>- Ms. Hiromi KITAMURA (Assistant of Project Coordinator/Accountant): 30 M/M including work in Japan</li> <li>- National staff (1 local coordinator, 4 operational assistants and 1 driver): 36 M/M</li> </ul>
	Quality and Timing	Appropriate
Input 3: Two short-term experts	Amount	<ul style="list-style-type: none"> <li>- Mr. Masao TANAKA (Project Manager): 13.5 M/M including work in Japan</li> <li>- Ms. Takemi IWANAMI (Product Development): 8.1 M/M excluding work in Japan</li> </ul>
	Quality and Timing	Appropriate
Input 4: Handlooms	Amount	<p>50 handlooms in total. The breakdown is as follows:</p> <ul style="list-style-type: none"> <li>- 15 handlooms sent directly to Chiang Mai</li> <li>- 15 handlooms sent to Bangkok, then delivered to Chiang Mai by road</li> <li>- 10 handlooms for Tsunami project</li> <li>- 10 handlooms for mini project</li> </ul>
	Quality and Timing	<p>In use</p> <ul style="list-style-type: none"> <li>- 10 in Sataban Sen Sawan (Mini project)</li> <li>- 10 in Kanchanaburi (Tsunami project)</li> <li>- 30 in SCC</li> </ul>
Input 5: Office furniture such as PCs	Amount	<ul style="list-style-type: none"> <li>- 1 car (a van modified for people with disabilities by investing only a few thousands baht)</li> <li>- 2 PCs and 1 printer (a copy machine), 1 TV and 1 video</li> <li>- winder (machine for winding thread) and twister (machine for twisting thread)</li> <li>- 2 air conditioners, refrigerator, radio cassette player, desks and chairs</li> </ul>
	Quality and Timing	Appropriate
Input 6: Training in Japan	Amount	<p>Training sessions in Japan were conducted 4 times (two trainees in each training).</p> <ul style="list-style-type: none"> <li>• 1st fiscal year: Ms. Anongphun Visaratanunta and Ms. Netnapa Khumthong of FCD visited a partner NPO in Yokohama, FHCY (Foundation for Handicapped Children Yokohama) and participated in the conference of "Asia-Pacific Decade of Disabled Persons"</li> <li>• 2nd fiscal year: Ms. Jaree Nustan (FCD) and Ms. Kuristsana Margas (SAORI Creative Center) observed the "one village, one product" project in Oita and activities for people with intellectual disabilities in Osaka.</li> <li>• 3rd fiscal year: Ms. Anonphun Visaratanunta and Ms. Tanimphat Visaratanunta visited EXPO 2005 Aichi Japan, demonstrated Saori weaving and presented a video in which an elephant and a handicapped person were weaving together.</li> <li>• 4th fiscal year: Dr. Chiyan Rajchagool and Ms. Jeaw Rajchagool received the Saori training in Nagoya and participated in the local event.</li> </ul>

	Quality and Timing	The training in Japan focused on PR activities and cultivation of market rather than technology transfer and development of human resources.
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&lt;Thai side&gt;

Category	Indicator	Accomplishment
Input 1: Volunteers	Amount	Member of HFF About 600 persons worked as volunteers, of which 150 were students from Service Learning Program, Payap University.
	Quality and Timing	Appropriate

## (2) Outputs

The achievement of the outputs is evaluated to be satisfactory. The hand weaving program at the Saori Creative Center (SCC) was managed particularly well and will continue to be operated by the parents' group of SCC. The Community Based Rehabilitation (CBR) program conducted by the Project promoted awareness of disabilities and the concept of CBR. Hill-tribe peoples in the target villages gained an additional source of income through the activities of the Project. The market of hand woven clothes produced by the people with disabilities expanded through the promotion by the Project in Thailand and Japan. However, neither HFF nor the hill-tribe villagers are trained to sell the products by themselves. The table below shows the achievement of the outputs.

Narrative Summary	Indicator	Summary of Achievement
Output 1: Developed and managed the hand weaving program and ensured that it function well	The degree of techniques and the number of graduates of the hand weaving program	Saori Creative Center (SCC) has graduated one out of the 12 trainees. She is working independently in Chiang Rai and earns an income by sending her products to SCC.
	The contents, frequency and the number of graduates of the training of trainers for the hand-weaving program.	3 national staff members at SCC became trainers of hand weaving. Even when HFF takes over SCC, it is possible to continue the hand weaving program with three trainers.
	Quality of products improves, and production per person increases.	The quality of products improves especially when trainees concentrate on weaving. The quality of products at SCC is as good as that in Japan. Weaving speed is not an issue for the Project since it aims to cultivate creativity and satisfaction of people with disabilities

Output 2: Developed and managed the Community Based Rehabilitation (CBR), and ensured that it function well.	The contents, frequency and the number of graduates of the Training of trainers for CBR Program.	The Project conducted exhibition, lecture, workshop and demonstration for staff members and students in Chiang Mai University.
	Awareness for disabilities has been raised among participants and their families.	The parents of trainees at SCC and people involved in the Project realized capacities of trainees (people with disabilities) for self-reliance One of the trainees went back to her home in Chiang Rai. She sends hand-weaving products to SCC regularly.
	Understanding of people with disabilities has deepened among local people.	- The Project introduced the concept of CBR at Tambon Administrative Office (OBT) and Ratchapat University. There were 250 students from Ratchapat University, as of the fiscal year of 2003. - The Project was introduced in a TV program. Since it helped increase the awareness of CBR, VCD was made from the TV program by adding English subtitle. - The specific curriculum of the CBR program was not developed. Project regarded that the events, lecture presentations and TV program introducing the Saori activities to local people are equivalent to CBR program.
Output 3: Activities are designed to support the development of the products of hill-tribe people.	Products of hill-tribe peoples improve.	Although new technique was not introduced to the hill-tribe peoples, they learned what quality of products required in the market. The hill-tribe peoples were taught to produce a new color of thread.
	Production and volume of sales of hill-tribe people increase.	In Mae Sa Men village (Karen tribes), the production of cotton increased from 100 kg in the first year to 200 kg in the second year. In Kok Noi village (Lua tribes), the area of cotton cultivation per family increased from 400 m <sup>2</sup> (before the project) to 800-1600 m <sup>2</sup> (in the third year of the Project).
Output 4: Managed marketing organization to be organized separately, and ensured that it function well.	The content of the activities of the marketing organization, and the volume of purchase and sales.	Exhibitions and events in Thailand and Japan cultivated regular customers who purchase the products made by people with disabilities. Methods of marketing and quality control are established. The project is guiding Healing Family Foundation to have the function of marketing. Regarding a hand-spun thread and plant dyeing by the hill-tribe peoples, a local NGO (La-la Peco Thailand) is going to continue the assistance.
Output 5: Developed program to promote public awareness of people with disabilities.	The number of participants of conference, exhibition, and other events	Not available
	The number of visitors to the website	Not Available
	The number of participants of project activities	Not Available

	Programs conducted to promote public awareness of people with disabilities	16 exhibitions, 15 events, 10 seminars and some conferences were held to enhance public understanding toward people with disabilities. In addition, the Saori hand weaving project was introduced in the media such as a newspaper and TV.
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### (3) Project Purpose

The Project Purpose has been achieved in a satisfactory fashion for the following reasons

1. The Project proved that people with disabilities have the ability to live in the community without feeling inferior. 25 professors in the Faculty of Associated Medical Sciences at Chiang Mai University and other stakeholders in the Project helped achieve such awareness, which is spreading through the mini projects in Kanchanaburi, Bangkok and Chiang Mai. Many people came to know CBR as the Project was advertised on TV and held many exhibitions and events.
2. The production and sales of hand-spun thread and natural dyeing by hill-tribe peoples are increasing. Thus the Project contributes to the income generation of the hill-tribe peoples.

### (4) Implementation Process

It took 2 years from the adoption of the proposal to the implementation of the Project because the implementing organization had to apply for foreign NGO registration at the Department of Employment in the Ministry of Labor when it began the Project. NGO registration requires many application forms and approvals from the authorities such as the Office of the National Security Council, the National Intelligence Agency and the Armed Force Security Center Supreme Command Headquarters. In the case of SAORI-HIROBA, the registration took 1 year

Since the Project started, almost every activity has been implemented as scheduled. HFF assumed the function of a counterpart of the Project although the Project initially designated FCD as the counterpart of the Project. HFF consisting of the SCC trainers' parents was regarded as suitable for the counterpart in order to take over the activities at SCC after the Project finished. The Project targeted the Japanese market since the textile market in Thailand is very competitive and the Saori products suit Japanese taste. The development of the CBR curriculum wasn't translated into action. As mentioned above, the Project regarded that the events, lecture presentations and TV programs introducing the Saori activities to local people as equivalent to a CBR program. This is also why the

Project did not create a specific curriculum

## Chapter 5 Evaluation Results

### (1) Evaluation for Each of the Five Criteria

#### Relevance

The Constitution of 1997 guarantees basic human rights, fairness and participation in the development of Thailand. Human resource development is an important component of the 9th National Economic and Social Development Plan 2002-2006 compiled by the Ministry of Social Development and Human Security. The National Development Plan for the Quality of Life of People with Disabilities has been established in accordance with the Constitution and the National Economic and Social Development Plan. Thus the Plan stresses that Thai society should realize capacities of people with disabilities and their potential for self-development. The Plan also points out the need for support for vocational training and employment. On the other hand, JICA has recently been promoting human security as an important development theme. Therefore, the Project is consistent with the policies of both Thailand and Japan.

While the National Development Plan for People with Disabilities has already been established, the support system for people with disabilities, especially intellectual disabilities, is not yet adequate in Thailand. People with disabilities still face discrimination, and their employment opportunities are limited. Thus they need support for improving livelihoods and opportunities for working and socializing that the Project provides.

With regard to the hill-tribe peoples, Thailand has a rural development plan for highlands and the royal family is implementing a project to support hill-tribe peoples there. The Project is consistent with such policy. Since many hill-tribe peoples still have limited means of generating an income, their standard of living is quite low. The annual income per family in Mae Sa Men village is around 10,000 to 20,000 baht. The Project promoted economic self-reliance for hill-tribe peoples by selling the hand-spun thread. Some of the villagers could have earned about 10,000 baht a year. They had a substantial need for cultivating a new source of income through the Project, and they need support for improving livelihoods.

### Effectiveness

It is safe to say that the Project has been effective because the Project has accomplished a fair number of the outputs and project objectives as shown in the Project Performance (Chapter 3), and it stands a good chance of achieving the overall goal in the future. The overall goal may be achieved because the parents' group has been established to take over and sustain the Project, and a local NGO in which the Project Manager serves as the representative will continue the assistance for income generation of the hill-tribe peoples after the Project finishes.

The following factors in particular have contributed to achieving the project objectives:

#### <Style>

- The style of Saori weaving that encourages free expressions is quite unique, attractive and easy to promote to the public. These strengths facilitate sales of PWD's products and enhance an understanding on people with disabilities.

#### <Experience>

- The implementing NGO has more than ten years of work experience in Thailand and has worked closely with related organizations.

#### <PR by Media>

- The Project has considered the use of the mass media since the planning stage. By using the media such as a local newspaper and a TV program, the Project has effectively cultivated a market and raised awareness for people with disabilities.
- As the Project was advertised on TV and held many exhibitions and events, a great number of people came to know CBR and deepened awareness on people with disabilities.

#### <PR by Demonstration>

- The SCC has succeeded in making the trainees become more active and socialize by Saori hand weaving. This achievement has been widely publicized and contributed to raising awareness in an effective manner.
- Awareness toward people with disabilities is also spreading through the mini projects in Kanchanaburi, Bangkok and Chiang Mai. The following organizations are involved in the mini projects: 1) Foundation for Children with Disabilities; 2) Parents group (HUG), Sataban Seang Sawang (school for handicapped children); 3) Maya Kotami Foundation (including Kanchanaburi and Phuket); 4) Kawilla Anukul School for the mentally retarded, Ministry of Education, Chiang Mai; 5) Srisangwan Special Education School, Ministry of Education,



Chiang Mai; and 6) Rajanagarindra Institute of Child Development, Ministry of Medical Health, Chiang Mai

<PR by celebrities>

- Through activities involving academic experts and other well-known people, understanding on people with disabilities was effectively enhanced

<Market>

- The artistic value of Saori products was accepted in the market. The project concept combining the self-reliance of people with disabilities and the income generation for hill-tribe peoples also helped add value to the products in the market. Hill-tribe peoples earned an income by providing their hand-spun threads to SCC, and trainees at SCC made money by selling their work in the market.
- The Project targeted the Japanese market. The Project receives orders from museum shops in Japan. Some clients come to buy cloths of SCC every month and make dresses, shirts and skirts by stitching them together.

### Efficiency

When the Project was conceived, both JICA and the implementing organization had little knowledge of the foreign NGO registration process in Thailand. It took a long time and a high cost for the implementing organization to get the Project going. At the beginning, the implementing organization did not work efficiently because 1) it had no guidance on NGO registration, 2) JICA had no defined policy on handling the cost of NGO registration<sup>3</sup>, and 3) the implementing organization was unaccustomed to the accounting methods of JICA.

After the Project started, each member of the Project team had a different responsibility in order to operate the Project efficiently. Japanese experts from NPO SAORI-HIROBA were dispatched on an appropriate timing and applied their expertise with enthusiasm. Three national staff members at SCC were trained to be trainers of Saori hand weaving. Although the inputs of the Japanese experts appear to be slightly excessive in light of the number of local staff members, every member was necessary for the Project implementation and complemented the provided facilities and the overall invested cost

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<sup>3</sup> The judgment of whether JICA would disburse the cost of NGO registration varied depending on the person in charge.

Although transport of handlooms caused some delay, the total inputs were reasonable in comparison to the achieved outputs of the Project

Two factors contributed to efficient implementation of the Project. One was to work closely with the parents of trainees at SCC and organize the parents' group to function as a marketing organization. The other was to utilize the media and inform a large number of people on the Project so that understanding on people with disabilities can be efficiently developed.

### Impact

The Project contributed to income generation of people with disabilities at SCC and targeted hill-tribe peoples. The trainees at SCC can earn an income by selling their products. They earn 300-1000 baht per month depending on the size and quality of products they make. Ms. Sukanya, a former trainee of SCC, weaves at home in Chiang Rai and earns about 1,000 baht per month by selling her hand-weaving products through SCC. The parents' group held workshops in the Maesa Elephant Camp to advertise activities of people with disabilities and cultivate a new market. Elephants and people with disabilities were weaving together in these workshops. The group sold woven products and made 10,000 baht in one day. Income from Saori hand weaving increases the self-esteem of people with disabilities at SCC and their families. As for the hill-tribe peoples, the average annual income in the target hill-tribe village (Mae Sa Men village) is around 10,000 to 20,000 baht per family, while some of the villagers could have earned an additional 10,000 baht a year by selling hand-spun thread.

The Project also developed an understanding on people with disabilities mainly among intellectuals by holding exhibitions, events and seminars. In cooperation with the Asia-Pacific Center on Disability (APCD), the Project held an exhibition on Community Based Rehabilitation (CBR) and a workshop for people with intellectual and mental disabilities.

HFF will take over the activities of SCC that may serve as a model. As more visitors to Saori activities are expected, awareness of people with disabilities will gradually increase.

With regard to the assistance for the targeted hill-tribe peoples, the existing local NGO will continue the activities. The quality of life in the targeted villages is expected to improve.

Moreover, in the area destroyed by the tsunami of December 2004, Saori hand weaving was launched in February 2005 as an occupational therapy for the victims of tsunami. 50 handlooms including 10 from the Project were sent there by the Maya Kotami Foundation, the implementing organization of the mini projects. The Project plans to promote Saori hand weaving as the product of the "one tambon, one product" activity.

For the reasons mentioned above, the Project has had quite a large impact given the size of the Project.

### Sustainability

As stated above, FCD was initially the counterpart organization, but eventually HFF became the de facto counterparts. The activities at SCC will be taken over by the Healing Family Foundation (HFF) established by the parents' group on 6 June 2005. Three national staff members at SCC who have skills in Saori hand weaving will join the activities. One trainee with an academic background in computer science is to update the website of the Project. While the past activities succeeded in drumming up the support from Japan, it remains to be seen whether HFF can maintain the present market and network. The parents have limited time for activities of HFF because most of them have a job or take care of their children. On the fiscal front, HFF has about 80,000-90,000 baht as a capital of at the moment. However, the budget for the future operation of SCC is not secured.

On the other hand, FCD, the initial counterpart of the Project, has only one trainer of Saori hand weaving. Before the termination of the Project, she moved from Bangkok to Chiang Mai to take over the activities at SCC as a member of HFF. HFF would be able to hold a Saori hand-weaving training in Chiang Mai even after project finished.

Regarding the targeted hill-tribe peoples, a local NGO will continue the assistance for them as mentioned above. Two national staff members at SCC who have provided guidance on hand-spun thread and natural dyeing in the Project are going to be involved in future activities. The targeted hill-tribe peoples have just become aware of the value of hand-spun thread and natural dyeing, and begun to expand the cotton field. It requires substantial time for the hill-tribe peoples to improve the quality of their products and cultivate a market by themselves without support from the NGO.

Accordingly, the Project has sustainability at a certain level but also has concerns about management and marketing.

### (2) Conclusion

The Project has demonstrated that Saori hand weaving at SCC can enhance the self-reliance and social participation of people with disabilities, and the effectiveness of the project approach has been proven. The Project's scope is in line with Thailand's needs and in accordance with the principles of JICA's partnership program. Holding a large number of exhibitions, events and seminars developed

an understanding toward the self-reliance and social participation of the people with disabilities  
Thus the Project has contributed to enhancing an understanding toward people with disabilities

As for the hill-tribe peoples, the Project introduced a new income source to the target villages and contributed to raising their income.

Although the sustainability of the ongoing activities is not perfectly secured, the Project's approach to people with disabilities and hill-tribe peoples has been correct, and the Project has brought a positive impact on the target beneficiaries and the society in a credible manner given the volume of inputs.

## **Chapter 6 Recommendations and Lessons Learned**

### **(1) Recommendations**

The Evaluation Team makes the following recommendations based on the results of the present evaluation study.

#### **1) Necessity for a support organization in Japan**

The activities at SCC will be passed to the Healing Family Foundation (HFF). 80,000-90,000 baht was prepared as the initial funding for establishing HFF. Main financial resources of HFF are sales of Saori weaving products, individual donations and membership fee. However, HFF is still in a stage of cultivating a market and finding a donor, and some parents cannot afford to pay their membership fee. HFF has a weak financial base. Therefore, HFF needs a support organization in Japan that helps explore the market in Japan and provides advice on management.

#### **2) Recruitment of volunteers for product development**

Some Japanese clients come to buy the cloths of SCC every month and make dresses, shirts and skirts by stitching the silk together. These clothing items using Saori cloths are sold at high prices in Japan. Although development of these products is also required within HFF, it does not have sufficient human resources who are skilled in product development for selling in Japan. HFF needs to recruit Thai and foreign volunteers who can design products or make Saori cloth products to order.

#### **3) Utilization of the Internet**

Although the website does not focus on the Project, it can help maintain routine communication with the stakeholders of the Project, attract support for HFF and promote sales of its products. The Project needs to update the website more regularly and utilize the Internet better.

4) Investigation of other means for self-independence

While Saori hand weaving is a unique and effective method for self-reliance of people with disabilities, the Project needs to prepare alternative work options so that people with disabilities can select a suitable one for them. With careful regard to the aptitudes of people with disabilities, the introduction of appropriate technology should be considered. The ideas for appropriate technology may include running a restaurant, and making a small product or sweets in a Japanese style.

(2) Lessons Learned

1) Disclosure of the foreign NGO registration process in Thailand

A foreign NGO must be registered in Thailand in order to work there. When JICA conducts a Partnership Program with a Japanese NGO in Thailand in the future, the applicant NGO should be informed in advance of the need for NGO registration. At the same time, some basic regulations and guidelines for NGO registration should be released on the Internet

See the Appendix 8 (Materials related to foreign NGO registration) for further details on NGO registration.

2) Understanding of the JICA project management

The implementing organization SAORI-HIROBA had no experience in implementing a JICA project before the Project. Due to the lack of knowledge on accounting work and report writing, they wasted much time and effort on paperwork. Improvement measures such as simplification of paperwork or preliminary guidance on management of a JICA project should be taken.

3) Utilization of PDM

The original PDM was established without sufficient understanding of implementing NGO. That made the Project difficult to manage and evaluate within the scope of PDM. It is essential that the implementing organization receive a clear explanation on the JICA evaluation method based on a logical framework and acknowledge it before the start of the Project. In addition, it would be necessary to discuss the pros and cons of managing NGO activities with PDM and evaluation methods

4) Consideration of NGO finance

Most NGOs have little financial capacity. Any delay of payment directly affects their operations. The implementing organization of the Project said that a one-month delay in payment caused a serious cash-flow problem. Fixed expenditure amounts such as personnel cost should be disbursed in advance or every month.