Deliverable D0.1

INCEPTION REPORT-

Updated Work Plan

"Moving Forward:

Promoting Greater Efficiency and Effectiveness in the Fight against Trafficking in Human Beings in Kosovo"

An EU funded project managed
by the European Union Office in Kosovo

A project implemented by
Family and Childcare Centre
(KMOP)

INCEPTION REPORT -

Updated Work Plan

INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II)
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"MOVING FORWARD: PROMOTING GREATER EFFICIENCY AND EFFECTIVENESS IN THE FIGHT AGAINST TRAFFICKING IN HUMAN BEINGS IN KOSOVO"

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Deliverable D0.1
Inception Report – Updated Work Plan

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1. Introduction

The Family and Childcare Centre (KMOP), in cooperation with European Public Law Organisation EPLO (GR) and Center for Protection of Victims and Prevention of Trafficking (XK) is implementing the three-year project titled: Moving Forward: Promoting Greater Efficiency and Effectiveness in the Fight Against Trafficking in Human Beings in Kosovo aiming to further advance the overall coordination of Anti-Trafficking efforts, as well as the way trafficking crimes are investigated and prosecuted, victims and witnesses are protected and service delivery is planned, managed and implemented in cooperation with the civil society sector. The project is funded by the EU Office in Kosovo under the IPA II Programme and will last from January 2017 until January 2020.

The Purpose / Overall Objective of the action is to increase the efficiency and effectiveness of the fight against Trafficking in Human Beings (THB) in Kosovo by increasing the ability of the Kosovo institutions to effectively coordinate and implement all anti-THB efforts, in line with EU Acquis best practices and Kosovo's overall development priorities.

The structure of the project, as initially envisaged in the Contractor's application, unravels under 5 coherent Clusters (C), 2 horizontal (C0 & C4) and three core (C1, C2 & C4):

　　C0: Project Management & Coordination;
　　C1: Technical Assistance Cluster;
　　C2: Rule-of Law Capacity Building Cluster;
　　C3: Grant Scheme Cluster
　　C4: Awareness-Raising Cluster

The present document encapsulates the work undertaken by the mobilized Project team during the first 2 months of project implementation, the so-called inception phase, toward the overall update and subsequently revision of the initial work plan based on most recent developments and beneficiary / stakeholder feedback. This entails the conduction of orientation meetings with all key stakeholders involved in the fight against THB in Kosovo; incl. the Anti Trafficking National Coordinator (NATC) and his office (OATNC); Prosecutor's office; Judicial Council; Ministry of Labour and Social Welfare (MLSW); Department of Investigation of Trafficking in Human Beings (DITHB)/Kosovo Police, the Shelter Coalition, as well as other donors.

The information and proposal gathered through these meetings has been reflected in the updated description of the detailed activities and sub-activities of each Cluster that follows. The updated version of the action plan has been officially presented in the first meeting (Kick of Meeting (KOF)) of the Project Steering Committee (PSC) that also validated its composition.

It should be mentioned that in the first instance, the work related to the update of the work plan was extended for one month due to the scheduled 2-day workshop on the revision of the National Anti-trafficking Strategy (2015-2019) Action Plan, which was held at the end of February 2017 (23 & 24 February). The comments and suggestions gathered during this workshop were utilized by the NATC/ONATC team for the drafting of the new Action Plan that was provided to our Team in mid-

March 2017. Following this, the new Action Plan was thoroughly analyzed by the project team and several follow-up meetings with the beneficiaries were held in order to incorporate and reflect in the best way possible the activities and measures envisaged in the new Anti-trafficking Action Plan.

We note here that the slight delay in the commencement of the implementation phase that occurred due to the abovementioned extension of the inception phase did not have any substantial impact on the overall plan for the delivery of the work under the individual activities. Most of the changes that have occurred (esp. under Cluster 1), relate with the review of the content of the work (in line with stakeholders suggestions) and proposals reflected during the work plan update, not with the extension of the inception phase, while the work under Clusters 2,3 and 4 has not been affected time-wise. In fact, the inception phase marked the commencement of the work under a number of activities where an initial assessment step is foreseen hence it is safe to say that the project is on good track despite the extended duration of the inception phase.

The meetings and fruitful discussions that our Team had during the inception phase, revealed the need to pursue ongoing coordination with other donors and local actors working in similar areas of work in order to promote synergy and avoid duplication of effort in close consultation with the NATC/ONATC and the EU Office to Kosovo. In this respect, particular attention is paid to the work of other EU-funded projects, like WINPRO III, as well as of other international organizations like OSCE, GIZ, Terres Des Homes, American Embassy, that are supporting NATC/ONATC and National Anti – trafficking Authority.

Based on the information and feedback obtained from local and international counterparts during the inception phase, specific synergies and opportunities for collaboration are presented in the activities below; particularly in relation to the provision of specialized trainings for police, prosecutors and judges (e.g. on case management's and early+ indicators of THB); implementation of SOP's; transnational/ cross border cooperation; long term social inclusion of VoT's; functioning and operationalization of the Commission for the Victim Compensation and Directorate for Witnesses protection (capacity building). Finally, based on the provisions of the Grant agreement the project will use three official languages: English, Albanian and Serbian.

In the Chapters that follow, detailed considerations are made in relation to the technical organization as well as the management of the project

2. Organisation of work

The section below provide an overview of the work planned to be carried out under the five Clusters based on which the project structure has been organized. Planned activities are presented in a concise way giving emphasis on possible changes occurring after the collection of stakeholder input in the inception phase.

2.1. Cluster 0

CLUSTER 0: MANAGEMENT AND COORDINATION (Month 1 – Month 36)		
The Management and Coordination Cluster concerns the five (5) horizontal activities designed to ensure smooth project implementation in terms of financing, administration and coordination. It includes all the project management activities and is horizontally applied to the whole implementation period. Both co-applicants will be actively involved in these activities, providing input and support to KMOP who will be the leading partner.		
Lead partner	Input	Duration
KMOP	EPLO & PVPT	Month 1 – Month 36
Activity 0.1 - Development of the Project Work Plan (M1 – M2)		
The first task of the project directly relates to the inception phase that will take place during the first two months of implementation taking into consideration the main Beneficiary's (National Anti-Trafficking Coordinator and his Office) request to streamline the project time plan with the most recent developments in the definition of the Anti- Trafficking Strategy's accompanied Action Plan anticipated at the end of February 2017. During this phase, the PSC is being formed and the initially approved work plan is being reviewed and updated based on up-to-date information and feedback by the project the beneficiary and key stakeholders. The updated work plan will be subject to approval by the first PSC and will be updated annually based on needs to ensure greater efficiency in the delivery of the individual activities.		
Critical changes	*The completion of the inception phase has been extended to month 2 to better reflect the needs of the sector / project beneficiaries and stakeholders*	
Outputs/ deliverables	Description	Timing
D0.1	Updated work plan / inception report	M2
Activity 0.2 - Project Steering Committee Meetings (M2 – M36)		
The formation of the PSC during the inception phase will be made based on a stakeholder engagement approach aiming to actively involve apart from the consortium partners and the Contracting Authority, key national and local stakeholders, primarily the NATC and his Office, MLSW, MIA, the Shelter Coalition and other. Following the meetings already taken place with the main Beneficiary and other stakeholders involved,		

suggestions have been already made for the composition of the PSC, which will be discussed and finalized during the first PSC meeting.

The PSC will meet on a bi-annual basis coinciding with the delivery of progress reports. All seven (7) physical meetings (months 2, 6, 12, 18, 24, 30, 36) will be held in Pristina and will be organized by the Project Leader (KMOP), which will coordinate and follow-up the meetings with relevant minutes. The aim of the PSC meetings is to facilitate coordination and information exchange among partners, beneficiary institutions and the CA, assess progress toward anticipated results and accordingly decide on next steps. During these meetings, the approval of the progress reports will be sought and documented in the minutes.

Critical changes	*The first PSC meeting is postponed to month 2 due to the corresponding changes in the timing of the work plan revision*	
Outputs/ deliverables	Description	Timing
D0.2	PSC Meeting Agendas, Meeting Minutes	M2, M6, M12, M18, M24, M30, M36

Activity 0.3 – Reporting (M2 – M36)

Following the guidelines set out in the Project Work Plan, the project partners, under the coordination of KMOP, will prepare aside from the Inception Report / Work Plan), six (6) Project Progress Reports, including five (5) interim and one (1) final progress report which will be submitted to the CA. These reports will be documenting among others the project's progress in-line with the Work Plan, partners' dissemination and sustainability activities, budget and human resource allocation and reported quality.

Critical changes	*No changes*	
Outputs/ deliverables	Description	Timing
D0.3	Meeting 6 Progress reports: 5 Interim Progress reports 1 Final	M6, M12, M18, M24, M30, M36

Activity 0.4 – Quality Assurance (M1 – M36)

The fourth activity concerns the establishment, implementation and monitoring of the project quality procedures based on the Quality Assurance Handbook that will be by the partners to various project tasks and activities in order to ensure high-quality activities, deliverables, coordination and collaboration. Based on this Handbook, the Project Coordinator and particularly the Quality Assurance Manager will continuously perform quality assessment, monitoring and evaluation procedures.

The first draft of the Handbook has been prepared yet its completion depends on the conclusion of the update process of the work plan. Hence, the finalised version of the Quality Assurance Handbook will be submitted for review during month 2 of project implementation.

Critical changes	*The Quality Assurance Handbook will be submitted for review during the second month of the project implementation.*	
Outputs/ deliverables	Description	Timing

| D0.4 | Quality Assurance Handbook; Annual Quality Evaluation Reports* 3; Capacity-building, Workshop and Awareness Raising evaluation questionnaires, Final Evaluation Report | M2, M12, M24, M36 / ongoing |

Activity 0.5 – Summary and Recommendations (M36)		

This last sub-activity has the objective to elaborate a comprehensive summary of project achievements and attained results while providing concrete recommendations for the post-project period with emphasis on the future sustainability of the project's outcomes. This summary will be incorporated in the Final Report under Act. 0.3 and accordingly prepared in brochure format and printed for distribution.

Critical changes	*No changes*	
Outputs/ deliverables	Description	Timing
D0.5	Project Results & Recommendations Brochure (500 copies, EN – AL – SER)	M36

2.1.1. Overview of Cluster 0 Outputs & Deliverables

CLUSTER 0: MANAGEMENT AND COORDINATION (Month 1 – Month 36)			
ID	Title	Delivery	Partner responsible
D0.1	**Updated work plan / inception report**	M2	KMOP*
D0.2	PSC Meeting Agendas, Meeting Minutes	M2, M6, M12, M18, M24, M30, M36	KMOP
D0.3	Meeting 6 Progress reports: 5 Interim Progress reports 1 Final	M6, M12, M18, M24, M30, M36	KMOP
D0.4	Quality Assurance Handbook; Annual Quality Evaluation Reports* 3; Capacity-building, Workshop and Awareness Raising evaluation questionnaires, Final Evaluation Report	M2, M12, M24, M36 / ongoing	KMOP
D0.5	**Project Results & Recommendations Brochure (500 copies, EN – AL – SER)**	M36	KMOP

2.2. Cluster 1

CLUSTER 1: TECHNICAL ASSISTANCE CLUSTER (Month 2 – Month 36)

The first cluster of the proposed action is dedicated to the strategic coordination of and inter-agency cooperation within the anti-trafficking sector through targeted technical support aimed at supporting the NATC / NATC in fully undertaking its role as the driving force of the NATCM. Through this Cluster the consortium under the leadership of KMOP will aim at operationalizing recommendations and lessons learnt from previous efforts, in particular those of the EU-funded Technical Assistance (TA) project on AT that was concluded in 2013, but also of other donor funded initiatives and projects. The first Cluster will be coordinated by KMOP and will last for the whole project duration. Specific input is expected to be provided by the two co-applicants on service delivery, law enforcement and security issues relevant to the overall coordination of the sector and in line with their expertise. This Cluster will play a crucial role in establishing conducive working arrangements with the beneficiary institutions, while making sure that there is convergence of ideas and perceptions as to the development of the sector between the project, the beneficiaries and the CA.

In the delivery of this Cluster, the project will ensure that duplication of effort is avoided and synergies are promoted by coordinating and sharing information with other international donors that provide support to the AT sector. Where possible, joint activity may also be undertaken, in consultation with the EU Office to Kosovo and with due consideration to the visibility of the EU funding.

In this respect, our Team will ensure close coordination with OSCE on all issues related with the Monitoring and evaluation of the National Strategy and Action Plan including data collection to avoid overlapping in the delivery of activity 1.2 and 1.3. Similarly, consultation with the Government/ Ministry of Justice will need to be ensured in order to identify possible overlapping regarding the planned support to the Commission for Victim compensations under activity 1.4.

Lead partner	Input	Duration
KMOP	EPLO & PVPT	Month 2 – Month 36

Activity 1.1 - Support for better stakeholder engagement and coordination both internally and at cross-border level (M2 – M36)

The first activity involves 3 interrelated steps where the capacity needs of the main anti-trafficking stakeholders will be assessed to guide the development of the relevant Capacity Building plan. This assessment process started immediately upon commencement of the project through the conduction of orientation meetings with the key stakeholders of the sector in the inception phase. The results of this initial assessment revealed the need to conduct joint trainings of key actors (police, victim advocates, social workers, prosecutors, judges and shelter providers) involved in the National Referral Mechanism (NRM), with the aim to strengthen the institutional response to human trafficking, enhance implementation of SOPs and improve coordination amongst them. Based on the input obtained, the optimum way to achieve this is through a pool of trainers, who will undertake central role in the further training of local actors and professionals directly or indirectly involved in the anti-trafficking field. For this reason, it is proposed to target the capacity building activities for the members on a Training of Trainers Programme that will be

implemented (also budget-wise) in conjunction with the capacity building activities of the second component (particularly Act. 2.2 – Step 3)*.

The second step and the third step of this activity are dedicated to the NATC / ONATC through the:

a) Design Terms of References and accordingly their formalization (i.e. although ToR's for the NATC doesn't exist and there are needs to design, formalize to the further improvement of their endorsement).

b) provision of expert support and guidance aimed at enhancing the overall coordination of the national anti-trafficking mechanism. Based on discussions with NATC/ONATC, the technical support provided by the project in this regard will focus on the strengthening of transnational cooperation on combatting THB, in line with the Trilateral Protocol of cooperation between Albania, Kosovo and Montenegro and future cooperation agreements of similar nature. Although the implementation of cross-border cooperation is being supported technically by another donor (Terres des Hommes), there are no relevant SOPs regarding the Transnational Referral Mechanism (TRM) on trafficking cases. Project work will thus focus on the update of the formerly prepared SOPs by incorporating procedures and/or updating existing ones based on the transnational aspect of the anti-trafficking work presented therein.

Additional ad-hoc support may also be provided to the NATC/ONATC in the form of expert advice, attendance in coordination and cooperation meetings, etc. Such support will be provided based on jointly identified needs and in accordance with project resources and budgeted costs.

Critical changes	*The Capacity Building Plan for NATCM is proposed to take the form of a Train of Trainers Program (D1.1.2). In addition, the technical support to the NATC/ONATC has been focused on the revision of the SOPs to better reflect transnational cooperation (TRM SOPs)*	
Outputs/ deliverables	Description	Timing
D1.1.1	Rapid assessment report and recommendation paper	M5
D1.1.2	a) Training of Trainers Programme	M8
	b) One (1), five (5)-day seminar, 10 participants	TBD
D1.1.3	Design and Formalise Terms of Reference of ONATC/ATIPS	M7
D1.1.4	Revised / proposed TRM SOPs	M12 (provisional)
D1.1.5	Periodic capacity building reports (final findings to be incl. in the final project report) – Annexed to progress reports	M12, M18, M24, M30, M36

Activity 1.2 - Support in monitoring implementation of the new AT Strategy & Action Plan 2015-2019 and of relevant legislation, incl. SOPs (M2 – M36)

The second activity is expected to develop the Monitoring and Evaluation (M&E) framework, based on which the new AT Strategy and related action plan will be regularly monitored by the ONACT, as well as relevant legislation and SOPs. The first step of this work involved an initial assessment of the extent to which a

comprehensive M&E system for the monitoring of the Strategy and relevant legislation already exists and accordingly evaluation of its appropriateness. This step was completed during the Inception phase and revealed that there is no formal M&E system in place; hence the relevant work initially envisaged under this project is still needed.

This work involves the below (follow-up to the initial assessment; i.e. step 1) tasks:

Step 2 – Design a flexible M&E mechanism for monitoring implementation of the Strategy and relevant legislation

Step 3- Provide ongoing support to NATC and ONATC in monitoring the implementation of the AT Strategy and relevant legislation through tailor made mentoring, coaching and on-the-job support designed to meet the needs of ONATC's staff responsible for monitoring the implementation of the Strategy and its impact. The use of the system will also be addressed in the ToT programme, as well as in the planned joint trainings with the aim to also enhance the M&E related skills and capacities of other relevant stakeholders.

Critical changes	*No critical changes as the initial assessment validated the need of the foreseen activities. It should be noted that the monitoring of the Strategy and legislation has been gathered under one deliverable and accordingly postponed time-wise to better reflect current needs of the sector.*	
Outputs/ deliverables	Description	Timing
D1.2.1	Designed Monitoring & Evaluation System on the implementation of the AT Strategy & Action plan and relevant legislation	M8
D1.2.2	Periodic monitoring reports (final findings to be incorporated in the final report of the project) - Annexed to progress reports	M12, M18, M24, M30, M36

Activity 1.3 – Support in better systemising THB-related data management and identifying current trends, risks, threats and problems (M2 – M36)

The third activity deals with the issue of the availability of harmonized data on the THB phenomenon through a sound data collection and management system. Toward this direction, the project will provide support in identifying suitable ways to harmonize the existing data collection and management sources relevant for the work of the NATCM by:

Step 1 - Reviewing previous recommendations and findings and analyzing whether they have been followed up. This step has preliminary started during the inception phase and revealed that there is no further progress on the development of a data collection system to be used by the ONATC.

The recommendation from the previous project highlighted the difficulties related to the harmonization of data collection systems relevant to the monitoring of the anti-trafficking field/THB cases and concluded with the suggestion to develop a basic database system (e.g. in excel, Access or other such basic format) so that it can be easily used by ONATC. This is in line with the Beneficiary's recommendation during the Inception phase to develop one Simple Excel Database for the manual recording of data that will be collected through different sources (data for VoT, data for investigated and prosecuted cases, data for regional/ transnational

cooperation, etc). The type of data to be collected and their sources will be specified in line with the M&E system designed previously.

In doing so, the following steps are foreseen:

Step 2 - Assessing any progress and/or change in the existing data collection methods in Kosovo and proposing a plan for the introduction of a harmonized data collection and management system in cooperation with ONATC.

Step 3 – Supporting the NATC/ONATC in building the system and piloting its use to assess how adequately it responds to the need it serves. It should be noted that project support in this field concerns technical assistance and not infrastructure development, which is not within the scope of this project.

Similarly with the M&E, the capacity of ONATC staff in data collection and management will be enhanced through mentoring, coaching and on-the-job support, while it will also be addressed in the ToT programme, as well as in the planned joint trainings with the aim to also enhance the relevant skills and capacities the main stakeholders involved.

Critical changes	*No critical changes but better specification of the scope and related work requirements*	
Outputs/ deliverables	Description	Timing
D1.3.1	Proposal on data collection system (initial proposal and updated after the pilot)	Month 10, 16
D1.3.2	Periodic reports on THB trends, patterns, risks and problems – Annexed to project progress reports	M18, M24, M30, M36

Activity 1.4 – Support in developing integrated victim compensation and witness protection systems (M3 – M36)

The final activity of this cluster deals with the optimization of victim compensation and witness protection framework in Kosovo that have been gradually developed to different degrees during the last years through the full operationalization of the Law on Victim compensation on the one hand and the rationalization of the witness protection system on the other, by supporting technically the competent authority (Witness Protection Directorate) to optimize its operation.

Based on stakeholder feedback initially obtained in the inception phase, our team proposes to focus the work under this activity on expert advice and support to the Commission (composed by 7 officials with legal, health and educational background) that has been established for the examination of compensation requests, as well as on providing technical support to the Ministry of Justice in establishing a dedicated Secretariat. It should be highlighted that the Law is meant to support victims of crimes in general not only VoT's, hence the necessary synergies should be established with parallel efforts made in the field.

After meetings with Commission for Victim Compensation/ Ministry of Justice and NATC/ONATC the project has been discussed and the final inputs has been provided in terms of operationalizing the Commission for the Victim Compensation as described with following steps:

- Step 1: The first step includes the detailed elaboration of the functional model of the Commission in the form of a manual, taking into account its mandate and objectives.

- Step 2: Taking under consideration MoJ's decision to establish a Division/Secretariat assisting the work of the Commission, the second step will highlight objectives and tasks of the Secretariat, together with drafts for the necessary regulatory documents for its establishment.
- Step 3: The third step involves the elaboration of a proposal about the organization and staffing needs of the Secretariat, having identified the corresponding needs from Step 2.
- Step 4: The fourth and final step includes the provision of on the job training and capacity building of trainers for the Commission and the Secretariat for the Victim Compensation.

It should be mentioned that following the input received in the Inception Phase, the only need for support identified for the Witness Protection Directorate involves the provision of specialized capacity building (to be included under Cluster 2).

Regardless the law for the victim compensation considering that mandatory obligation has been transferred to the Ministry of Justice, there is no specific measure overseen or activity in the National
 Strategy and Action Plan 2015- 2019 related to Human Trafficking Issues in Kosovo.

Regarding the Directorate for Witnesses Protection upon the visa liberalization criteria and requirement's the Directorate is fully operational including structure, role and function. There are needs only in capacity building for the staff of the Directorate for Witnesses protection and that can be provided with on- Job training, training of Trainers and workshops.

Critical changes	*No critical changes but better focusing of the work to be delivered (see changes in the list of deliverables).*	
Outputs/ deliverables	Description	Timing
D1.4.1	Analysis report for the function of the Commission	M6
D1.4.2	Proposal on the establishment of the Secretariat, including roles and organisation	M12
D1.4.3	Final summary report on the technical support to the Commission / Ministry of Justice	TBC

2.2.1.   Overview of Cluster 1 Outputs & Deliverables

CLUSTER 1: TECHNICAL ASSISTANCE CLUSTER (Month 1 – Month 36)			
ID	Title	Delivery	Partner responsible
D1.1.1	Rapid assessment report and recommendation paper	M5	KMOP
D1.1.2	a) Training of Trainers Programme	M8	KMOP
	b) One (1), five (5)-day seminar, 10 participants	TBD	KMOP

D1.1.3	Formalised Terms of Reference of ONATC/ATIPS	M7	KMOP
D1.1.4	Revised / proposed TRM SOPs	M12 (provisional)	KMOP
D1.1.5	Periodic capacity building reports (final findings to be incl. in the final project report) – Annexed to progress reports	M12, M18, M24, M30, M36	KMOP
D1.2.1	Designed Monitoring & Evaluation System on the implementation of the AT Strategy & Action plan and relevant legislation	M8	KMOP
D1.2.2	Periodic monitoring reports (final findings to be incorporated in the final report of the project) - Annexed to progress reports	M12, M18, M24, M30, M36	KMOP
D1.3.1	Proposal on data collection system (initial proposal and updated after the pilot)	Month 10, 16	KMOP
D1.3.2	Periodic reports on THB trends, patterns, risks and problems – Annexed to project progress reports	M18, M24, M30, M36	KMOP
D1.4.1	Analysis report for the function of the Commission	M6	EPLO
D1.4.2	Proposal on the establishment of the Secretariat, including roles and organisation	M12	EPLO
D1.4.3	Final summary report on the technical support to the Commission / Ministry of Justice	TBC	EPLO

2.3. Cluster 2

CLUSTER 2: RULE-OF-LAW CAPACITY BUILDING CLUSTER (Month 6– Month 36)

The second cluster aims at enhancing the efficiency of law enforcement and judicial operations in combating human trafficking by further building their capacity, in line with the latest policy reforms introduced both within the context and outside the proposed action. The specific Cluster is closely linked to the work to be delivered under the final activity of the preceding cluster and is expected to follow up on relevant capacity building activities by the EC and other relevant donors and international and national actors. It will be coordinated by EPLO's team with input from both KMOP and PVPT

In the delivery of this Cluster, the project will ensure that duplication of effort is avoided and synergies are promoted by coordinating and sharing information with other international donors that provide support to the AT sector. Where possible, joint activity may also be undertaken, in consultation with the EU Office to Kosovo and with due consideration to the visibility of the EU funding.

In this respect, our Team will ensure close coordination with the EU-funded project WINPRO III that already provides specialized trainings for prosecutors and victim advocates on victim protection and crime investigation. Similarly, coordination with OSCE, will be ensured considering that they provide specialized trainings for police officers, judges, persecutors on case management of THB cases, including internet and child abuse, and specialized trainings on early indicators of THB.

Lead partner	Input	Duration
EPLO	KMOP & PVPT	Month 6– Month 36

Activity 2.1 – Design of capacity building activities (M6 – M14)

Under the first activity, a baseline survey and a Training Needs Assessment (TNA) will be initially conducted that will aim at assessing the understanding of law enforcement and judicial officials of and their capacities on THB issues and at identifying the awareness, knowledge gaps and training needs of rule-of-law authorities and institutions. Based on survey results and findings, a training plan will be developed in close coordination with the beneficiary institutions. The training plan will detail the main elements of the capacity-building programme in terms of employed training methods and techniques and training objectives and tools. The final step for the delivery of this preparatory activity is the preparation of the training materials that will be used for the delivery of the trainings in line with the identified areas of intervention, the training methods and the profile of the trainees.

This assessment process already started in the inception phase by consulting the main rule-of-law stakeholders on recent developments and urgent needs in the sector. Initial inputs revealed the need to provide advanced training to prosecutors and judges specialized on serious crimes on how to manage cases of trafficking in human beings, which will be taken into account when designing the training plan. It should be also highlighted that the Judicial Institute expressed its readiness to provide to the project its training infrastructure (premises and equipment) provided that the training topics and plan is communicated and agreed upon with them well in advance. This is practice means that after the finalization of needs assessment and the preparation of the first draft of the Training plan our team will coordinate with the Judicial Institute

in order to examine the extent to which their infrastructure can be used for the delivery. Taking into account that the Institute makes annual planning of the trainings, this should be done before December 2017 (and accordingly December 2018 for the following year).

Critical changes	*No critical changes but better specification of scope of work and external resources to be utilised.*	
Outputs/ deliverables	Description	Timing
D2.1.1	Training Needs Assessment Report	M9
D2.1.2	Training plan	M10
D2.1.3	Training materials (ppts and handouts)	M14

Activity 2.2 - Training of law enforcement and judicial institutions (M15 – M22)

Once all preparatory steps have been concluded, the project team will organise the delivery of the training according to the agreed modalities set out in the training plan and through the mobilisation of both international and local experts. The training will involve:

- Training for law enforcement authorities, officials and police officers, aimed at increasing the efficiency of trafficking investigations and other THB-related police operations (7 regional 2-day workshops with 15 participants each)

- Training for judicial authorities and staff (judges and prosecutors) aimed at enhancing the capacity of relevant institutions to effectively prosecute cases of trafficking, convict traffickers and protect victims and witnesses, incl. advanced training of specialised prosecutors and judges (1 central 2-day workshop for 15 specialised prosecutors and judges and 6 regional with 15 participants each for newly appointed judges and prosecutors)

- Joint (inter-institutional) training on the implementation of SOPs. This activity will be conducted in conjunction with Act. 1.1 where a Training of Trainers Programme will be delivered. Under this activity the trained National Trainers will undertake the delivery of a joint inter-institutional training on SOPs with the support of the project that will serve as pilot (2-day training, 15 participants).

It should be highlighted that in case the Judicial Institute offers its premises, the budgeted costs for the rent of the training rooms will be reallocated to linked budget lines so that the scope and coverage of the planned trainings is expanded and / or diversified (e.g. by including follow up rounds of trainings or additional trainings sessions, a decision that will be made in cooperation with the beneficiaries).

In specific, during this initial phase, the need to have follow-up rounds of specialized training with law enforcement and judiciary staff was expressed. So, in case the project is provided with the training facilities of the Judiciary Institute and project resources are sufficient, follow-up training will be planned and organized.

Once all training components have been delivered, a thorough evaluation will be implemented assess the capacity building procedure and to determine possible gaps in the delivery of the trainings sessions. The analysis of the feedback obtained from the trainees will be summarised in a Final Evaluation Report

that will be prepared in draft format upon completion of the programme and later on incorporated in the final project.		
Critical changes	*No critical changes but better specification of scope of work and external resources to be utilised.*	
Outputs/ deliverables	Description	Timing
D2.2.1	Agendas, Participant lists, Evaluation Questionnaires	M18, M22
D2.2.2	Final evaluation report	M24, M36

2.3.1. Overview of Cluster 2 Outputs & Deliverables

CLUSTER 2: RULE-OF-LAW CAPACITY BUILDING CLUSTER (Month 6– Month 36)			
ID	Title	Delivery	Partner responsible
D2.1.1	Training Needs Assessment Report	M9	EPLO
D2.1.2	Training plan	M10	EPLO
D2.1.3	Training materials (ppts and handouts)	M14	EPLO
D2.2.1	Agendas, Participant lists, Evaluation Questionnaires	M18, M22	EPLO
D2.2.2	Final evaluation report	M24, M36	EPLO

2.4. Cluster 3

<table>
<tr><td colspan="3">CLUSTER 3: SERVICE DELIVERY & REINTERGATION CLUSTER (Month 3– Month 36)</td></tr>
<tr><td colspan="3">The third cluster encapsulates all activities and tasks related to the empowerment of civil society in delivering advanced rehabilitation and long-term reintegration services to VoT through the provision of tailor-made financial and technical support. It involves a series of interlinked activities and tasks that will collectively introduce sustainable contracting out procedures for upscaling service delivery to VoT. It aims at empowering on the one hand the small number of licensed CSO providers specialised on or willing to deal with THB issues to further advance their portfolio and on the other, strengthen smaller non-licensed CSO to help them upgrade their position in the social sector and stimulate new CSO activity in the AT field. In a way, the procurement model that will be utilised for the implementation of the project will offer a sustainable alternative to the existing mechanisms through which CSO Shelters are funded by MLSW based on a predetermined set of services instead of random annual funding of well-known local providers. The service delivery cluster will be coordinated by KMOP and PVPT, under the lead of a Grant Scheme Expert on behalf of KMOP

In the delivery of this Cluster, the project will ensure that duplication of effort is avoided and synergies are promoted by coordinating and sharing information with other international donors that provide support to the AT sector (such as GIZ that had provided support to MLSW on victim long-term integration). Where possible, joint activity may also be undertaken, in consultation with the EU Office to Kosovo and with due consideration to the visibility of the EU funding.</td></tr>
<tr><td>Lead partner</td><td>Input</td><td>Duration</td></tr>
<tr><td>KMOP & PVPT</td><td>EPLO</td><td>Month 3– Month 36</td></tr>
<tr><td colspan="3">Activity 3.1 – Support to NATC, MLSW and local authorities in implementation of sustainable service provision schemes for VoT (M3 – M6)</td></tr>
<tr><td colspan="3">Under the first activity, the project team will establish the baseline for the scope and nature of social inclusion and reintegration services needed for VoT and accordingly build the capacities of local stakeholders and authorities to successfully engage in grant scheme implementation procedures, including management and monitoring processes.

Within this activity, the project Team will:

Step 1- Develop an integrated model for social inclusion and long-term reintegration of VoT/PVoT by first analysing the needs of the final beneficiaries and accordingly identifying the optimum ways to address them, while also determining the gaps in the offer of services VoT/PVoT in Kosovo.

Step 2 - Design a set of prototype social inclusion and long-term reintegration programmes for VoT/PVoT (at least 1 per priority area) with clear definition of their scope and specific objectives, the anticipated results for the programme beneficiaries, the types of activities and modalities of implementation (required personnel, timeframe, monitoring and reporting, etc). They will also be accompanied by a realistic costing that will help budget the programme e.g. either on yearly basis or on unit (i.e. beneficiary) basis.</td></tr>
</table>

Step 3 - Build the capacities of local stakeholders and staff on issues related to community-based service delivery for VoT/PVoT. Although this training was initially planned to primarily target MLSW, regional and municipal staff responsible for managing and/or organising service delivery for persons in need, the team's assessment revealed the need to replace it with training for social workers and shelter staff (7 regional one-day training seminars) on the psychological treatment of VoT/PVoT which is a very crucial for the long-term reintegration process. In these trainings, the treatment of male victims and drug addicted victims will be addressed.

Critical changes	*The training initially foreseen for stakeholders and local and central authorities representatives is proposed to be replaced with training for social workers and shelter staff on the psychological treatment of VoT/PVoT (incl. male and drug addicts). The timing of the training will thus need to be provisionally agreed upon with the beneficiaries in the first PSC.*	
Outputs/ deliverables	Description	Timing
D3.1.1	Designed, incl. budgeted social inclusion & reintegration programs	M6
D3.1.2	Training materials, agenda, participant lists	TBC

Activity 3.2 - Support to CSO/NGO service providers in delivering high quality services to VoT (M9 – M36)

The second activity involves the full roll-out of the grant scheme for CSO service providers through a sequence of development, implementation and M&E tasks, including the design of the grant scheme based on identified priorities areas and activities, capacity building of potential applicant service providers in seeking funding and accordingly launch, evaluation, award, monitoring and evaluation of the grant programme.

For the proper function of the Scheme, a dedicated Secretariat will be established and staffed by KMOP that will undertake lead role during all stages of development and implementation. To ensure maximum efficiency in project operations, KMOP will mobilise a Grant Scheme Expert to develop, plan and administer the scheme. The Expert will assume responsibility for the operation of the Secretariat, incl. chairmanship of the Evaluation Committee and supervision of the Monitoring team that will be established with PVPT's support.

Critical changes	*No critical changes*	
Outputs/ deliverables	Description	Timing
D3.2.1	Grant Application Package	M9
D3.2.2	Training materials, agenda, participant lists	M12
D3.2.3	Monitoring visits reports	On going
D3.2.4	Periodic reports – Annexed to project progress reports	M18, M24, M30

D3.2.5	Report with recommendations for future viability in service delivery	M36	

2.4.1. Overview of Cluster 3 Outputs & Deliverables

CLUSTER 3: SERVICE DELIVERY & REINTERGATION CLUSTER (Month 3– Month 36)			
ID	Title	Delivery	Partner responsible
D3.1.1	Designed, incl. budgeted social inclusion & reintegration programs	M6	KMOP & PVPT
D3.1.2	Training materials, agenda, participant lists	TBC	KMOP & PVPT
D3.2.1	Grant Application Package	M9	KMOP & PVPT
D3.2.2	Training materials, agenda, participant lists	M12	KMOP & PVPT
D3.2.3	Monitoring visits reports	On going	KMOP & PVPT
D3.2.4	Periodic reports – Annexed to project progress reports	M18, M24, M30	KMOP & PVPT
D3.2.5	Report with recommendations for future viability in service delivery	M36	KMOP & PVPT

2.5.Cluster 4

<table>
<tr><td colspan="3">CLUSTER 4: AWARENESS RAISING CLUSTER (Month 2– Month 36)</td></tr>
<tr><td colspan="3">The final cluster is dedicated to the communication, information and awareness raising tasks of the project and runs through the whole project duration. Through this Cluster, the visibility of the EU funding will be promoted and the outcomes and results of the project will be widely disseminated.

The work under this final cluster will be organised in close consultation with the NATC / ONATC in order to make sure that the scope and related activities of the project are fully streamlined with those of the national awareness raising campaigns organised under the coordination of the anti-trafficking Secretariat. Preliminary findings form the initial orientation meetings held during the inception phase revealed the need to promote the inter-institutional character of the anti-trafficking mechanism and the relevant joint work of the stakeholders. In this regard, specific aspects of the mechanism or forms of THB may also be considered like for example the promotion of the Help line and the dissemination of information to raise awareness on the phenomenon of child begging.

As in all other Clusters, the project will ensure that duplication of effort is avoided and synergies are promoted by coordinating and sharing information with other international donors that work on raising awareness on THB issues in consultation with the EU Office to Kosovo and with due consideration to the visibility of the EU funding.

For the implementation of this cluster, a Communication Expert will be hired by KMOP to work in close cooperation with the Awareness Raising Expert who will be mobilised by the local consortium partner, PVPT.</td></tr>
<tr><td>Lead partner</td><td>Input</td><td>Duration</td></tr>
<tr><td>KMOP</td><td>EPLO & PVPT</td><td>Month 2– Month 36</td></tr>
<tr><td colspan="3">Activity 4.1 – Design of an overall Communication and Dissemination Plan (M2 – M4)</td></tr>
<tr><td colspan="3">The first task that our Team will undertake is the development of a comprehensive Communication and Dissemination pan that will define the overall information and communication approach for the dissemination of the project, the visibility of the grant scheme and the raising of awareness among professionals, final beneficiaries and the public. The plan will be in accordance with EU's five-stage model for dissemination and exploitation and will detail the objectives, the target audience, the activities and the key actors, timing issues, means of implementation and other such practical modalities for each category of activities and targeted group. Along with the development of the plan the monitoring framework will also be defined for each group of activities of the performance and impact indicators that will be used for measuring progress toward envisaged results and objectives. The monitoring tool will be accompanied by a set of monitoring tools (various data collection and reporting forms) that the project team will utilize during the implementation phase.</td></tr>
<tr><td>Critical changes</td><td colspan="2">No critical changes other than minor adjustments to the timing to correspond to the inception phase extension.</td></tr>
<tr><td>Outputs/ deliverables</td><td>Description</td><td>Timing</td></tr>
</table>

D4.1.1	Dissemination and Communication Plan	M5
D4.1.2	Monitoring framework and tools	M5

Activity 4.2 - Implementation of the Communication and Dissemination Activities (M5 – M34)

The second activity concerns the implementation phase of the communication activities of the project including:

- Production of target-group-relevant communication and visibility materials (printed and online), including design of the project's visual identity/ branding to be used on all products will be developed. All materials will be produced in English, Albanian and Serbian and will include different types of information and promotional materials (leaflets, poster, brochures, etc). A first approach of the project's visual identity will be made in the inception phase and will be presented to the CA together with revised work plan (D01).
- Implementation of the planned communication, dissemination and awareness raising that will indicatively include the set-up and continuous update of a project website, the distribution of promotion materials, newsletters and press releases and the final conference. The visibility of the grant scheme will be especially promoted through different means (public announcement and regular press releases, launching event, etc). Additional public awareness activities will be organised to reach out to the final beneficiaries of the grant scheme; incl. a social media campaign, organisation of 7 outreach events (20 participants each) and wide distribution of awareness raising materials about the grant scheme projects and the services being offered.
- Evaluation of the communication and dissemination activities based on the data collected through the monitoring tasks of this Cluster as specified in the previous activity.

Critical changes	*No critical changes*	
Outputs/ deliverables	Description	Timing
D4.2.1	Communication/Visibility materials	M9
	Final evaluation report (annexed to the final progress report)	M36
D4.2.2	Annual Campaign reports (incl. annexed evidence of awareness raising activities, such as invitations, participant lists, etc)	M24, M30
D4.2.3	Final evaluation report (annexed to the final progress report)	M36

2.5.1.   Overview of Cluster 4 Outputs & Deliverables

CLUSTER 4: AWARENESS RAISING CLUSTER (Month 2– Month 36)			
ID	Title	Delivery	Partner responsible

D4.1.1	Dissemination and Communication Plan	M5	KMOP
D4.1.2	Monitoring framework and tools	M5	KMOP
D4.2.1	Communication/Visibility materials Final evaluation report (annexed to the final progress report)	M9 M36	KMOP
D4.2.2	Annual Campaign reports (incl. annexed evidence of awareness raising activities, such as invitations, participant lists, etc)	M24, M30	KMOP
D4.2.3	Final evaluation report (annexed to the final progress report)	M36	KMOP

2.6. Documents applicable for the project

No.	Description
01	Grant Agreement
02	Partnership Agreement
03	Amendment Report
04	Handbook of Quality benchmarks for project
05	Time Schedule Plan
06	Procurement Manual

"Grant Agreement"

The present appendix indicates the framework of the procedures that must be respected by each and every party involved in the project in line with PRAG rules.

Consortium Agreement

The consortium agreement is the contract between the 3 partners that sets the terms and the conditions for the implementation of the project, as well as each partner's respective rights and obligations resulting from this Agreement.

Amendment Report

The amendment report provides the possibility to request changes by the Contracting Authority. The request for amendment to the initial agreement concerns the following item(s):

- Change of the beneficiary organisation
- Partner(s) withdrawal
- New / Replacement partner(s) joining the project
- Changes to the work programme
- Change of bank account
- Changes to the project duration
- Changes to the reporting schedule
- Changes to the budget
- Other

Handbook of Quality benchmarks for project

This document outlines the Quality benchmarks for the ""*Moving Forward: Promoting Greater Efficiency and Effectiveness in the Fight Against Trafficking in Human Beings in Kosovo*" project. The Handbook of Quality benchmarks for project defines the responsibilities and procedures to be adopted to ensure that the data and information produced are reliable, fit for purpose and consistent with documented objectives and deliverables. It summarizes the system of internal management that governs the decisions and instructions concerning project quality assurance.

Time Schedule Plan

The Time Schedule presents a detailed and comprehensive presentation of all activities, events and deliverables.

Procurement Manual

The procurement manual describes the procedures applied per partner for the procurement of goods, services and supplies, in line with EU PRAG rules and standards. It includes basic templates in relation to the different steps of the process (job vacancy / announcement template, evaluation grid, contract template, etc)

2.7. Consortium partners

In the following table the consortium of the project is presented:

Project Partners							
Role	Id No.	Name	Short name	Country	Enter date	Exit date
APP / CO-MAN	1	Kendro Merimnas Oikoyenias kai Pediou (Family and Childcare Centre)	KMOP	Greece	1	36
PA-CORE	2	European Public Law Organisation	EPLO	Greece	1	36
PA-CORE	3	CENTRE TO PROTECT VICTIMS AND PREVENT TRAFFICKING IN HUMAN BEINGS	MVPT/ PVPT	Kosovo	1	36

2.8. Organisation of the Project Team
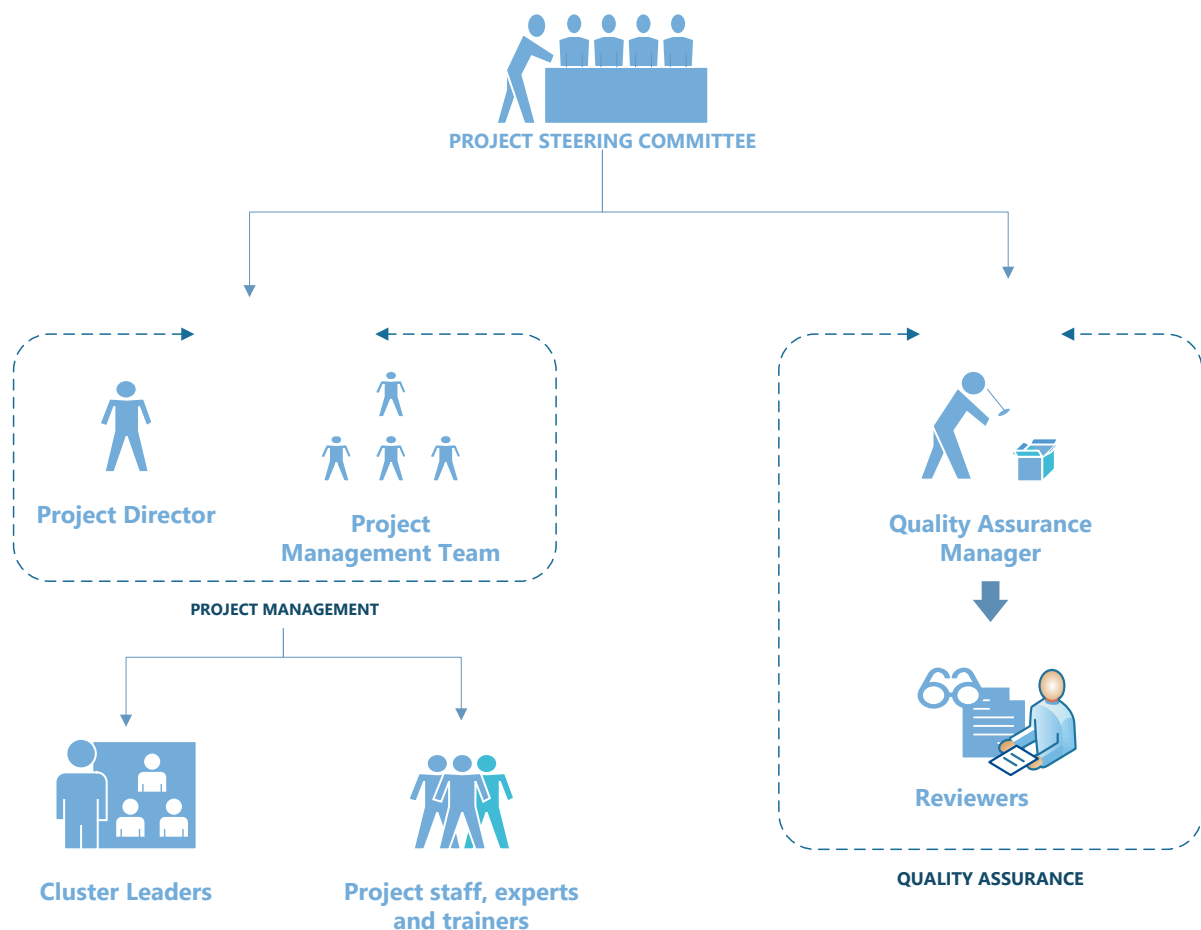
The Project Steering Committee (PSC) will be officially set up during the first meeting (Kick off Meeting) in Pristina. The PSC is not limited to the Contracting Authority and the project partners, but also involves the key beneficiary institutions that the project will support during its lifetime (ANNEX with proposed list of PSC members). All high-level decisions regarding the progress of the project (approval of outputs and deliverables, confirmation of stakeholders' commitment, agreement on proposed changes or deviations from the initial plan) are taken by the PSC. Procedural and / or internal decisions regarding the more practical aspects of the project activities are taken by the Project Management Team in consultation with the Contracting Authority.

The Project Director on behalf of the Coordinator of the project (KMOP) holds the overall responsibility for the efficient management of the project. The Project Director together with the

Project Managers of the two consortium partners form the Project Management Team that is managing the coordination and the implementation of the thirty-six month project on behalf of the partnership. The Quality Assurance Manager is responsible of coordinating all activities so as to meet quality standards and meet contracting authority's standards in terms of management and monitoring processes. The Cluster leader is responsible for communicating with other institutions, stakeholders, etc. and for keeping the Programme Coordinator updated for the progress and all developments. The project team members (staff, experts, trainers) are responsible for all deliverables and outputs, such as portal services, information materials, etc.

2.9. Tasks and roles

No.	TASK	ROLE
01	Direction of the Project	Project Steering Committee (PSC)
02	Quality Assurance Management	Quality Assurance Manager
03	Day to day management	Programme Coordinator
04	Work to develop deliverables	Project Team members

2.10. Responsibilities

The responsibilities of each organisational level are presented in detail below.

Project Management Board

Its responsibilities include:

- Representing the interests and objectives of each partner, and
- Taking all project related decisions.

Project Director / Coordinator

Programme Coordinator's responsibilities include:

- Interacting with the Contracting Authority for all project matters (contract, financial issues, work plans, project deliverables, reviews etc);
- Monitoring the progress of the project work and deliverable submission dates against the agreed milestones and work plan. Also ensuring that the project's scope remain in line with the initial Work Plan of the project;
- Co-ordinating all project activities with the assistance of the project manager;
- Maintaining detailed records for each partner; and
- Communicating frequently with project partners.

Quality Assurance Manager

Quality Assurance Manager's responsibilities include:

- Setting Quality Assurance compliance objectives and ensuring that aims are achieved;
- Preparing quality and testing plans and providing the framework for project quality activities;
- Monitoring all quality related activities and suggesting improvements when necessary;
- Ensuring compliance with national and international standards and legislation;
- Setting up and maintaining internal controls and documentation procedures; and
- Ensuring procedures are properly understood, carried out and evaluated.

Partners' Project Manager

Project Manager's responsibilities of each partner include:

- Planning, monitoring and reporting the work of each cluster that s/he is responsible based on the application form,
- Organising the project team and assigning tasks at the project team members,
- Monitoring the progress of the project,
- Evaluating the members of the project team,
- Co-ordinating all partners involved in the specific work package, and
- Delivering on time all necessary progress reports and cluster deliverables

Project Team Members

Project Team members' responsibilities include:

- Carrying out research and drafting the deliverables of each Cluster,
- Organising and implementing all other project outputs (eg. workshops),
- Providing feedback on the deliverables and the overall implementation process.

3. Timetable (see also excel Annex)

Workplan of Activities - YEAR 1

	"Moving Forward: Promoting Greater Efficiency and Effectiveness in the Fight against Trafficking in Human Beings in Kosovo",	INCEPTION PHASE	IMPLEMENTATION PHASE										
	Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Inception phase													
	One month for start-up and preparation of updated work plan / inception report												
Milestone: PSC composition formulated			*										
Milestone: Updated Inception report approved			*										
Implementation Phase													
CLUSTER 0: Management and Coordination Cluster													
0.1.	Development of Project Work Plan												
0.2.	Project Steering Committee Meetings												
0.3.	Reporting												
0.4.	Quality Assurance												
Milestones:	**Deliverable 0.1: Updated Project Work Plan Approved**		*										
	Deliverable 0.2: PSC established and regular semi annual meetings organized		*				*						*
	Deliverable 0.3: Progres reports, interim and final report approved		*				*						*
	Deliverable 0.4: Quality Assurance Handbook; Annual Quality Evaluation Reports* 3; Capacity-building, Workshop and Awareness Raising evaluation questionnaires, Final Evaluation Report		*										*
CLUSTER 1: Technical Assistance Cluster													
1.1.	Support for better stakeholder engagement and coordination both internally and at cross-border level												
1.2.	Support in monitoring implementation of the new AT Strategy & Action Plan 2015-2019 and other relevant legislation, incl. SOPs												
1.3.	Support in better systemising THB-related data management and identifying current trends, risks, threats and problems												
1.4.	Support in developing integrated victim compensation and witness protection systems												
Deliverables:	**Deliverable 1.1.1.: Rapid assessment report and recommendation paper**					*							
	Deliverable 1.1.2a) Training of trainers Programme								*				
	Deliverable 1.1.2b) One (1), five (5) day seminar												
	Deliverable 1.1.3.: Formailzed Terms of Reference of ONATC/ATIPS							*					
	Deliverable 1.1.4.: Revised / proposed TRM SOP's												*
	Deliverable 1.1.5.: Periodic capacity building reports												*
	Deliverable 1.2.1.: Designed Monitoring & Evaluation System on the implementation of the Kosovo AT Strategy 2015-2019								*				
	Deliverable 1.2.2.: Periodic monitoring reports												*
	Deliverable 1.3.1.: Proposal on data collection system										*		
	Deliverable 1.3.2.: Periodic reports on THB trends, patterns, risks and problems												*
	Deliverable 1.4.1.: Analysis report							*					
	Deliverable 1.4.2: Proposal on the establishment of the Secretariat												
CLUSTER 2: Rule-of-law Capacity Building Cluster													
2.1.	Design of capacity building activities												
Deliverables	**Deliverable 2.1.1.: Training Needs Assessment Report**									*			
	Deliverable 2.1.2.: Training Plan										*		
CLUSTER 3: Service Delivery and Reintegration Cluster													
3.1.	Support to NATC, MLSW and local authorities in implementation of sustainable service provision schemes for VoT												
3.2.	Support to CSO/NGO service providers in delivering high quality services to VoT												
Deliverables	**Deliverable 3.1.1.: Designed, incl. budgeted social inclusion & reintegration programs**						*						
	Deliverable 3.1.2. : Training materials, agendas, participant lists									*			
	Deliverable 3.2.1.: Grant Application Package									*			
	Deliverbale 3.2.2.: Training materials, agenda, participant lists												*
	Deliverable 3.2.3.: Monitoring visits reports												
CLUSTER 4: Awareness Raising Cluster													
4.1.	Design of an overall Communication and Dissemination Plan												
4.2.	Implementation of the Communication and Dissemination Activities												
Deliverables	**Deliverable 4.1.1.: Dissemination and Communication Plan**						*						
	Deliverable 4.1.2.: Monitoring framework and tools						*						
	Deliverbale 4.2.1.: Communication/Visibility materials										*		
Reporting: inception, interim, final			*				*						*

Workplan of Activities - YEAR 2

"Moving Forward: Promoting Greater Efficiency and Effectiveness in the Fight against Trafficking in Human Beings in Kosovo",

Activities	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24
Implementation Phase												
CLUSTER 0: Management and Coordination Cluster												
0.2. Project Steering Committee Meetings												
0.3. Reporting												
0.4. Quality Assurance												
Deliverable 0.2: PSC established and regular semi annual meetings organized						*						*
Deliverable 0.3: Progres reports, interim and final report approved						*						*
Deliverable 0.4: Quality Assurance Handbook; Annual Quality Evaluation Reports* 3; Capacity-building, Workshop and Awareness Raising evaluation questionnaires, Final Evaluation Report.												*
Milestone: Published Project Results & Recommendations Brochure (500 copies, EN – AL – SER)												
CLUSTER 1: Technical Assistance Cluster												
1.1. Support for better stakeholder engagement and coordination both internally and at cross-border level												
1.2. Support in monitoring implementation of the new AT Strategy & Action Plan 2015-2019 and of relevant legislation, incl. SOPs												
1.3. Support in better systemising THB-related data management and identifying current trends, risks, threats and problems												
1.4. Support in developing integrated victim compensation and witness protection systems												
Deliverable 1.1.2b) One (1), five (5) day seminar												
Deliverable 1.1.5.: Periodic capacity building reports						*						*
Deliverable 1.2.1.: Designed Monitoring & Evaluation System on the implementation of the Kosovo AT Strategy 2015-2019												
Deliverable 1.2.2.: Periodic monitoring reports						*						*
Deliverable 1.3.1.: Proposal on data collection system					*							
Deliverable 1.3.2.: Periodic reports on THB trends, patterns, risks and problems						*						*
Deliverable 1.4.2.: Proposal on the establishment of the Secretariat												
Deliverable 1.4.3.: Final summary report on the technical support to the Commission / MoJ												
CLUSTER 2: Rule-of-law Capacity Building Cluster												
2.1. Design of capacity building activities												
2.2. Training of law enforcement and judicial institutions												
Deliverbale 2.1.3.: Training materials (ppts and handouts)		*										
Deliverable 2.2.1. : Agendas, Participant lists, Evaluation Questionnaires						*				*		
Deliverable 2.2.2.: Final evaluation report												*
CLUSTER 3: Service Delivery and Reintegration Cluster												
3.2. Support to CSO/NGO service providers in delivering high quality services to VoT												
Deliverable 3.2.3.: Monitoring visits reports												
Deliverable 3.2.4.: Periodic reports – Annexed to project progress reports						*						*
CLUSTER 4: Awareness Raising Cluster												
4.2. Implementation of the Communication and Dissemination Activities												
Deliverable 4.2.2.: Annual Campaign reports												*
Reporting: inception, interim, final						*						*

Workplan of Activities - YEAR 3

	"Moving Forward: Promoting Greater Efficiency and Effectiveness in the Fight against Trafficking in Human Beings in Kosovo",												
	Activities	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36
Implementation Phase													
CLUSTER 0: Management and Coordination Cluster													
0.2.	Project Steering Committee Meetings												
0.3.	Reporting												
0.4.	Quality Assurance												
0.5.	Summary and Recommendations												
	Deliverable 0.2: PSC established and regular semi annual meetings organized						*						*
	Deliverable 0.3: Progres reports, interim and final report approved						*						*
	Deliverable 0.4: Quality Assurance Handbook; Annual Quality Evaluation Reports* 3; Capacity-building, Workshop and Awareness Raising evaluation questionnaires, Final Evaluation Report.												*
	Milestone: Published Project Results & Recommendations Brochure (500 copies, EN – AL – SER)												*
CLUSTER 1: Technical Assistance Cluster													
1.1.	Support for better stakeholder engagement and coordination both internally and at cross-border level												
1.2.	Support in monitoring implementation of the new AT Strategy & Action Plan 2015-2019 and of relevant legislation, incl. SOPs												
1.3.	Support in better systemising THB-related data management and identifying current trends, risks, threats and problems												
1.4.	Support in developing integrated victim compensation and witness protection systems												
	Deliverable 1.1.5.: Periodic capacity building reports						*						*
	Deliverable 1.2.2.: Periodic monitoring reports						*						*
	Deliverable 1.3.2.: Periodic reports on THB trends, patterns, risks and problems						*						
	Deliverable 1.4.2.: Proposal on the establishment of the Secretariat												
	Deliverable 1.4.3.: Final summary report on the technical support to the Commission / MoJ												
CLUSTER 2: Rule-of-law Capacity Building Cluster													
2.2.	Training of law enforcement and judicial institutions												
	Deliverable 2.2.2.: Final evaluation report												*
CLUSTER 3: Service Delivery and Reintegration Cluster													
3.2.	Support to CSO/NGO service providers in delivering high quality services to VoT												
	Deliverable 3.2.3.: Monitoring visits reports												
	Deliverable 3.2.4.: Periodic reports – Annexed to project progress reports						*						
	Deliverable 3.2.5.: Report with recommendations for future viability in service delivery												*
CLUSTER 4: Awareness Raising Cluster													
4.2.	Implementation of the Communication and Dissemination Activities												
	Deliverable 4.2.2.: Annual Campaign reports												*
	Deliverable 4.2.3.: Final evaluation report												*
Completion phase													
Milestone:	Wrap-up of all Project activities and outputs and effective hand-over to the beneficiaries												
	Final report approved												*
Reporting: inception, interim, final							*						*

4. Managerial Process Plan

Section 4 is dedicated to the managerial process that the Contractor will follow for the smooth operation of the awarded project. The various management tasks and activities to be employed by the Project Management Team are presented below.

4.1. Control Plan

In the section we present the control and reporting activities related to the management of the project.

4.2. Data control plan

- Dropbox application will be used for the purposes of the project, through which partners will share project files
- All deliverables will be uploaded to the project's Dropbox folder.
- Progress and Evaluation Reports are completed and sent to the leader on time, according to the time schedule and rules specified in the project's Grant agreement
- Progress meetings aim at organizing the upcoming work and agreeing on the deadlines that outcomes will be delivered.
- Skype conferences are organized on a frequent basis (twice per month or even more frequently in case of emergent issues) to check the individual scheduled tasks' progress and further identifying potential risks related to the upcoming activities to be implemented.

4.3. Budget control plan

Acceptance Procedure and payment

- A control and justification framework for all eligible expenses is applied as part of the internal audit and control system. For instance:
- Copies of the receipts, invoices, etc. signed and stamped by the President (legal representative) of each organization
- Every expense is cross-checked against the approved budget,
- Invoices are cross-checked against contracts and contractual obligations;
- All subcontracting actions must be in line with the procedures indicated in Annex IV of the Grant contract: "Procurement by grant beneficiaries in the context of EU external actions"
  Subcontracting agreements should also contain the description of the action, the starting and ending date and the payment;
- All supporting documents related both to staff costs – contract of employment, etc- and contracts should be accompanied by a translation in English, and

- Timesheets of involved persons are signed by both the person and his / her supervisor. Timesheets should be calculated in working days; however, if the timesheets are calculated in hours, the total amount of working hours should be mentioned.

5. Quality Assurance Plan

Quality system

The quality system applied on the project is described in the present Handbook of Quality benchmarks for project and any changes that may occur must be reported.

Quality Organisation

In order to provide a successful quality framework, the following guideline/ procedure will be followed:

- Clear guidance on the preparation of documents
- A Quality Management Review for all deliverables, events, and services

The Quality Assurance Manager and the Work Package Leaders are responsible for establishing the project quality system and assuring project quality.

In assuring quality, the main role of the Quality Assurance Manager, the Project Manager and the Work package Leader(s) consists of regular monitoring of the application of the Quality Plan through actions such as: verification of documents, participation in reviews and reports, follow-up of activities and analysis of quality indicators. These roles will be performed throughout the project lifetime.

5.1. Documentation Plan

The aim of this chapter is to describe the documentation management procedure for the project. It defines standard procedures and rules related to the production of the project's working documents and deliverables that the consortium will apply throughout the implementation phase. All partners ensure that appropriate designs, test instructions and project reports are available and applicable at the time and place of design, implementation and dissemination. Deliverables to be submitted to the Contracting Authority as listed in Work Packages of the proposal as well as other reports, meeting minutes or presentations, shall be based on the documents templates.

5.2. Definitions

Term	Description
Deliverable	- A deliverable consists of one or more types of products (documents, websites, registries, databases, events, training). - The lists of deliverables appear in the Cluster of the application

Deliverable identifier	• A deliverable identifier will be used for each deliverable. It states the Cluster to which this deliverable belongs and its order

5.3. Documents Presentation

All partners will use standard documentation templates in order to ensure that the same format is applied to all documents.

Each deliverable will contain:

- The EU logo;
- The logo of the project;
- The "funding disclaimer" (for deliverables such as Manual, Handbook, etc)
- a title page;
- a document status sheet and document version history (for evolutionary documents only);
- the file name.

All documents will be written in English, Albanian and Serbian language. All deliverables will be provided to the Contracting Authority in word (.docx, .doc) or pdf format. It is the responsibility of the document's author to choose which format fits best his/her standards and the purpose for which a particular document or file is developed.

English date format (DD/MM/YYYY) is used for all documents, e.g. 20/01/2017 for 20 January 2017.

5.4. Document identifier

Each document must be referenced as following:

<Project Reference>_<Deliverable number>_<Document name>_<Document Status/ document version>

E.g. XK382-826_DX.Y_Document_name_v.1.0.docx

5.5. Dissemination level

This attribute defines the dissemination level (only for documents delivered in Contracting Authority):

- CONFIDENTIAL: Restricted circulation list (specified in the front page)
- INTERNAL: Internal circulation within project partners
- PUBLIC: Public document.

5.6. Document Status

The status of a document refers to one of the following:

- Draft
- Final

The status of a document is specified in the footer along with the Deliverable Number and Title, as well as the Acronym of Project.

5.7. Deliverable document Status

After delivery the status of the document becomes:

- Delivered
- Accepted, Accepted with remarks or Refused
- Final

The above status does not appear on the document.

5.8. Document Tools

The tools that will be used for creation and exchange of all documents within the consortium are the below:

- Word processing   : MS Word or Acrobat pdf
- Spreadsheet   : MS Excel
- Slides Presentation : MS Power Point

Annex C. Log-frame matrix of the project

	Intervention logic	Indicators	Baseline (2015)	2015	Targets 2020	Sources and means of verification	Assumptions
Overall objective: Impact	Increase the efficiency and effectiveness of the fight against Trafficking in Human Beings (THB) in Kosovo by increasing the ability of the Kosovo institutions to effectively coordinate and implement all anti-THB efforts, in line with EU Acquis best practices and Kosovo's overall development priorities	Number of victims of THB in Kosovo identified and referred to the NRM Number of convicted cases related to trafficking in human beings Number of victims successfully reintegrated in the social life of their communities	28 identified victims (17 adults – 11 children) 13 cases No reliable data available	28 identified victims (17 adults – 11 children) 13 cases No reliable data available	20% increase 15% increase 10% annual increase	EC Annual Progress Reports Annual US TIP Reports NATC/ONATC Reports and statistics, incl. Quarterly & Annual Reports on the implementation of the AT Strategy 2015-2019 Kosovo Police, Judicial Council, Prosecutor's Office Reports MLSW Reports	Political and economic situation in Kosovo remains stable Political will; central government remains committed to addressing the shortcomings listed in the Progress report related to the fight against THB Public receptiveness; social and cultural context receptive to paradigm change that recognises the value and the progress in the anti-trafficking field
Specific objective(s):	Oc. 1: Enhance the strategic capability of law enforcement, judiciary, central and municipal government institutions and civil society to	Number of victims of trafficking identified and referred to the NRM	28 victims (17 adults – 11 children)	28 victims (17 adults – 11 children)	25% increase	EC Annual Progress Reports Annual US TIP Reports	Political and economic situation in Kosovo remains stable

	identify the threat, risk and harm of trend of THB; Oc. 2: Strengthen capacities of institutions mandate to prevent, protect, investigate and prosecute criminal activities of THB; Oc 3: Strengthen and ensure sustainability of service provisions and reintegration process for Victims of Trafficking (VoT) and Potential Victims of Trafficking (PVoT)	Number of possible cases of trafficking investigated Number of trafficking prosecutions Number of victims and/or witnesses providing information related to the criminal offence of THB Number of victims provided with access to quality social and inclusion and reintegration programs Number of victims provided with access to victim compensation	165 possible cases 53 prosecutions No reliable data available No reliable data available n/a	165 possible cases 53 prosecutions No reliable date available No reliable data available n/a	20% increase 15% increase 20% annual increase 30% increase 15% annual increase	NATC/ONATC Reports and statistics, incl. Quarterly & Annual Reports on the implementation of the AT Strategy 2015-2019 Kosovo Police, Judicial Council, Prosecutor's Office Reports MLSW Reports Project Reports	Political will; central government remains committed to addressing the shortcomings listed in the Progress report related to the fight against THB Implementation of activities according to timeframe and schedule. All human and financial project resources are mobilised according to the budget Availability of key personnel by all project partners for immediate mobilisation Public receptiveness; social and cultural context receptive to paradigm change that recognises the value and the progress in

							the anti-trafficking field
Outputs	Op 1.1: Increased engagement, participation and cooperation of national, regional and local stakeholders in/with the National Anti-Trafficking Coordination Mechanism (NATCM), as well as awareness on how to better respond to cases of human trafficking Op 2.1: Increased number of trafficking cases identified, investigated and prosecuted, as well as better and more systematic inter-institutional coordination and cooperation in the investigation and prosecution of such cases Op 3.1: Increased technical and financial capacity of service providers – particularly shelters – to accommodate the needs of VoT and accordingly increase in the number of victims receiving tailor-made social	An effective and up-to-date M&E system of the new AT Strategy 2015-2019 operational and running; Number of officials having been familiarised with improved data management, monitoring and reporting procedures; Number of law enforcement and judiciary personnel having had their capacities related to the fight against THB built (on investigation, victim compensation, confiscation of assets, witness protection, etc); **Target: 250 staff** An efficient victim compensation mechanism operational and running	n/a	n/a	n/a	NATC/ONATC periodic reports Project technical reports Project progress reports Project evaluation reports Results of assessment and analysis tasks and surveys Training & awareness raising materials	The political and economic environment remains stable and conducive to the project objectives; Local stakeholders are interested in and willing to cooperate with the project; Implementation of activities according to timeframe and schedule All human and financial project resources are mobilised according to the budget Availability of key personnel by all project partners for immediate mobilisation

support and reintegration services Op 4.1: Increased awareness among professionals and the general public about human trafficking (*horizontal*)	Efficient social inclusion and reintegration programmes for VoT designed and costed Number of CSO/NGO providers having had their capacity in apply for funding developed; **Target: 180 CSO/NGO reps** Number of NGO Shelters and other CSO providers having received funding and ongoing support. **Target: 10-20 CSO/NGO providers of which min 2 Shelters** Number of grant scheme beneficiaries (CSOs) having had their capacity on project management, implementation and monitoring built; **Target: 50 staff** Number of VoT/PVoT having been support by the grant scheme projects; **Target: min 50**					

		Number of persons reached by the dissemination and awareness raising activities (media and social media campaigns, information and dissemination events, promotion materials, etc); **Target: 8000 persons**				
Activities	A1.1.1: Support for better stakeholder engagement and coordination both internally and at cross-border level A1.1.2: Support in monitoring implementation of the new AT Strategy & Action Plan 2015-2019 and of relevant legislation, incl. SOPs A1.1.3: Support in better systemising THB-related data management and identifying current trends, risks, threats and problems A1.1.4: Support in developing integrated victim compensation and witness protection systems A2.1.1: Design of capacity building activities A2.1.2: Training of rule-of-law institutions A3.1.1 Support to NATC, MLSW and local authorities in implementation of sustainable service provision schemes for VoT	*Means:* *Cluster 0: staff, equipment, supplies, operational facilities, travel* *Cluster 1: staff, equipment, supplies, operational facilities, travel,* service providers/ experts *Cluster 2: staff, equipment, supplies, operational facilities, travel, workshops,* service providers/ experts *Cluster 3: staff, equipment, supplies, operational facilities, travel, workshops,* service providers/ experts *Cluster 2: staff, equipment, supplies, operational facilities, travel, events- conference,* service providers/ experts *Costs* ***Total cost of the action: 1.111.111,11EUR*** Human Resources:350.221,88EUR Experts: 291.220,00EUR Equipment: 6.940,00EUR			*Preconditions:* *Availability of funds and logistics* *Timely recruitment of staff and procurement of equipment and supplies* *Access to a range of stakeholders to actively engage them in project activities*

A3.1.2: Support to civil society service providers in delivering high quality services to VoT A4.1.1: Design of an overall Communication & Dissemination Plan A4.1.2: Implementation of the Communication & Dissemination activities	Travel and subsistence: 46.090,00EUR Publications and materials: 30.530,00EUR Organisation of trainings and events: 44.645,33EUR Services (translations, audits): 52.205,00EUR Office operation costs: 24.660,00EUR Other (sub grants): 150.000,00EUR Indirect costs: 69.755,85EUR Contingency reserve: 44.843,05EUR	