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MONITORING AND EVALUATION FRAMEWORK FOR THE OFFICE OF THE NATIONAL ANTI-TRAFFICKING COORDINATOR

"Moving Forward:

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



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KINDLING A BETTER WORLD

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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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Authors list	
Author	Partner
Blerta Perolli-Shehu	KMOP
Antigona Dajakaj	KMOP
Peer Reviewers	
Reviewer	Partner
Vassia Karkantzou	KMOP
Antonia Torrens	KMOP
Gresa Kelmendi	PVPT
Hamijet (Keti) Dedolli	PVPT
Effie Liristi	EPLO
Alexandra Koufouli	EPLO
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LIST OF ABBREVIATIONS

Abbreviation	Meaning
AT	Anti-Trafficking
KMOP	Family and Childcare Centre
M&E	Monitoring and Evaluation
EPLO	European Public Law Organization
PVPT	Centre for Protection of Victims and Prevention of Trafficking in Human Beings
ONATC	Office of the National Anti-Trafficking Coordinator
NATC	National Anti-Trafficking Coordinator
MLSW	Ministry of Labour and Social Welfare
VoT	Victims of Trafficking
NRM	National Referral Mechanism
SOP	Standard Operating Procedures
THB	Trafficking in Human Beings
PESTEL	Political, Economic, Social, Technological, Environmental and Legal Analysis
SWOT	Strenghts, Weaknesses, Opportunities, Threats

I. INTRODUCTION

This document provides a mechanism for the development of a comprehensive Monitoring and Evaluation (M&E) Framework based on the results-oriented approach within the Office of the National Anti-Trafficking Coordinator. A framework that will not only guide the monitoring of the implementation of the National Strategy and Action Plan against Trafficking in Human Beings 2015-2019, but will be used for future strategy development and monitoring as well.

The document is developed within the framework of the EU funded project “Moving Forward – Promoting Greater Efficiency and Effectiveness in the Fight against Trafficking in Human Beings in Kosovo” implemented by Family and Childcare Centre (KMOP) in cooperation with European Public Law Organization EPLO (GR) and Centre for Protection of Victims and Prevention of Trafficking in Human Beings (PVPT) in Kosovo (funded by the EU Office in Kosovo). The Project commenced in January 2017 and will last until January 2020 with the overall objective 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 purpose of this deliverable is to develop an M&E Framework, based on which the new AT Strategy and related action plan will be regularly monitored by the ONATC. During the inception phase of this project as well as through further consultations with the ONATC it was established that there is no formal M&E system in place for monitoring the Strategy and evaluate its appropriateness. Furthermore, during the rapid assessment of needs it was also established that a strategic approach and properly developed mechanisms for planning, monitoring and evaluation of action plans and implementation of national Anti-Trafficking (AT) policies and strategies are needed. Although ONATC has developed a strategic approach, there is room for improvement when it comes to the quality of strategic objectives and actions set. In discussions with ONATC, issues were raised as to how they identify objectives, and set targets and indicators when they develop the strategy and action plans, and how they proceed with monitoring and evaluation. Hence, the framework presented herein goes beyond the immediate need for a tool to monitor the current strategy and action plan, aiming to serve to the benefit of ONATC for a time beyond the 2015-2019 Strategy.

Our assesement revealed that the office of NATC needs additional knowledge and skills in strategy development and planning, as well as monitoring and evaluation, because of the difficulties currently faced in monitoring the implementation of the strategy and the lack of reliable M&E tools, specifically for the periodical assessment of the achievement of objectives and results. Therefore, one of the key issues identified during the discussions with the stakeholders was the need for capacity building in developing and managing mechanisms for monitoring and evaluation, and enhancing also the new mechanism for M&E. This version of the framework is an internal document that will guide the on-the-job assistance provided to ONATC regarding Monitoring and Evaluation. A shorter version that

will be shared with the beneficiary, will be followed by a workshop and on-the-job support, during which the logframe M&E matrix and relevant indicators will be developed and further defined jointly with them so that the sense of ownership is promoted among beneficiaries and other key stakeholders. Ongoing support will be provided to NATC and ONATC in monitoring the implementation of the AT Strategy and relevant legislation through tailor made mentoring and coaching designed to meet the needs of ONATC's staff responsible for monitoring the implementation of the Strategy and its impact..

II. BACKGROUND INFORMATION

Combatting trafficking in human beings is one of the key priorities of the Kosovo government, and all efforts of the Kosovo government towards this are outlined in the National Strategy Against Trafficking in Human Beings in Kosovo 2015-2019. The strategy strongly states that trafficking is a violation of human rights and one of the most aggressive forms of organized crime that undermines Kosovo's society. The strategy is coordinated, implemented and monitored by the National Authority against trafficking in human beings. The National Anti-Trafficking Authority is a mechanism established by Law no. 04 / L-218, and consists of all the institutions defined in Article 6 of the Law on Prevention and Combatting Trafficking in Persons and the Protection of Trafficked Victims, as well as other relevant state institutions, including representatives of local service providers both governmental and non-governmental organizations.

Pursuant to Article 8 of Law no. 04 / L-218, the Government appoints the National Anti-Trafficking Coordinator, who chairs this National Authority and who is also Deputy Minister of Internal Affairs. The Coordinator continuously cooperates with the institutions of the National Authority and with other law enforcement authorities in order to prevent and combat trafficking in human beings and protect trafficked persons. The Coordinator with the support of the Secretariat for Monitoring and Evaluation of National Strategies, which functions within the Ministry of Internal Affairs, develops, coordinates and monitors the implementation of the national referral mechanism to ensure the proper identification, referral, assistance and protection of victims of human trafficking, including child victims, and to ensure that they receive adequate assistance while protecting their human rights.

The Anti-Trafficking Secretariat, as the ONATC, is responsible for gathering information and data from other institutions for the implementation of the National Strategy against Trafficking, as well as analyzing and evaluating those information. It prepares analytical reports for the National Coordinator who monitors and evaluates the performance of activities arising from the Strategy Action Plan. It proposes changes and improvements to the National Strategy system and mechanisms through the National Coordinator and advises it on the steps to be taken towards the implementation of the Strategy, encourages increased transparency of the activity of state institutions involved in the National Strategy against Trafficking, cooperating with other institutions

and civil society and providing technical administrative services for the Interagency Team of the Strategy.

Currently the ONATC is comprised of 4 people in total- the National Coordinator, his Assistant, the Director of the Department of Strategies and the Senior Official for Anti-trafficking.

In line with the responsibilities of the ONATC, the office develops, coordinates and monitors the implementation of the national referral mechanism to ensure proper identification, referral, assistance and protection of trafficking victims, including child victims, and to ensure that they receive adequate assistance while protecting their human rights.

What this deliverable introduces, is a framework to support the responsibilities of the ONATC and the implementation of the National Strategy through a results-oriented Monitoring and Evaluation approach - an internationally adopted development planning and management approach which emphasizes outcomes or results to ensure development effectiveness.

III. CONCEPTS OF MONITORING AND EVALUATION

Building a Monitoring and Evaluation system essentially closes the cycle of proper strategic development and planning. What typically is missing from government systems is the feedback component with respect to outcomes and consequences of governmental actions. This is why building an M&E system gives decisionmakers an additional management tool.

The OECD (2002a) defines monitoring and evaluation as follows: Monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds (p. 27). Evaluation is the systematic and objective assessment of an ongoing or completed project, programme, or policy, including its design, implementation, and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decisionmaking process of both recipients and donors (p. 21).

IV. RESULT-ORIENTED APPROACH

Result-oriented approaches began implementation in early 1990s in efforts to move beyond strategic approaches that placed the focus mainly on inputs and activities, towards approaches that give greater emphasis on results. It is widely used in public and non-governmental sector. The aim of the approach is to measure the relevance and effectiveness of outcomes of a particular strategy, rather than merely focusing on activities and results i.e. what counts is not whether or how

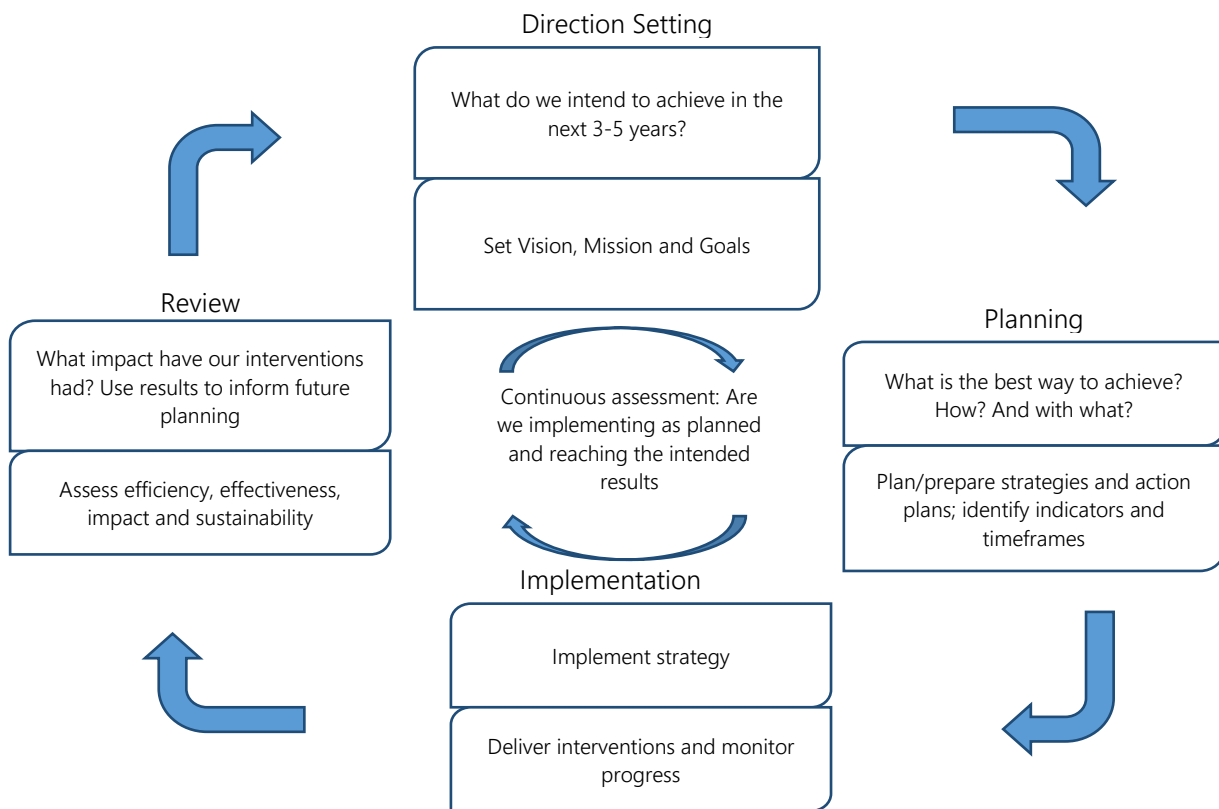
facilitation to informal education, employment, etc. was ensured, but how many victims have benefitted; or not how many psychological services have been offered to the victim, but has the wellbeing of the victim improved.

Managing based on results underlies a concept that strongly emphasizes that shared vision, clear goals and measurable results would lead to better outcomes and bigger impact. This entails change management process that emphasizes a shift in focus from inputs, activities and outputs to outcomes and impacts. It also promotes the concept of “accountability for results”.

The prevailing rationale for a results-oriented approach is merely that the public and non-government sectors exist to make a progressive and positive change, directly or indirectly, in people’s lives. Organisations in these sectors therefore have an obligation to try to enhance their contributions to the goals that have been set for them and to prove that they are making the difference that is anticipated. In many ways, this is no different from what happens in private sector organisations, which are results-oriented both in managing and in accounting to their stakeholders. Therefore, the approach is seen as an essential aspect of good governance to improve development efficiency and effectiveness, transparency, accountability and informed decision- making. A good Monitoring and Evaluation system should go beyond institutional boundaries and ensure results orientation in governance and strategy implementation.

1. What we mean by Results-Oriented Monitoring and Evaluation Framework?

Results-oriented management is a systematic approach to plan, implement, manage, measure, and report what we do with a clear focus on the results we aim to achieve and how well we achieve them. With this, our attention goes beyond what we do and how we do our work, by putting the changes that are brought about and the effects on our target group at the centre. This implies: (a) setting directions as to what we want to achieve in the next years and defining vision and goals; (b) planning for intended results and relevant activities, and aligning resources behind them; (c) implementing strategies/interventions that will contribute towards the achievement of these results; (d) monitoring and evaluating implementation of strategies, and where necessary, making adjustments to improve efficiency and effectiveness as well as using information and evidence on actual results for decision-making, learning, and reporting, on all levels. The following diagram represents this cycle, which undergoes continuous assessments of results



(a) Direction Setting

This first step of the cycle provides the analytical work from which vision, mission, goals, objectives and strategies emerge.

It is essential that the process is inclusive and participatory and voices the opinions of all stakeholders involved. Therefore, it is essential that before getting set to develop a new strategy, a mapping of stakeholders is conducted. An early identification of relevant stakeholders that may be involved directly or indirectly in the strategy and its implementation can contribute very positively to the success of the strategy. Once the stakeholders are identified, an assessment is conducted in regards to two dimensions; interest vs. power: what is their interest in the matter and what is their level of power in influencing the matter. This helps position each stakeholder in a grid and determine their importance and relevance in the strategy.

In order to set proper and relevant direction towards achieving outcomes and developing strategies, four questions are addressed:

1. Where are we coming from?
2. Where are we now?
3. Where do we want to be?
4. How to we get there?

A review of previous action plans and strategies, as well as successes and failures is conducted to gather information on addressing the first question.

The second question starts with a review of the external trends and internal challenges. In every community there are a variety of factors that contribute to the creation and maintenance of most-at-risk behaviours. Therefore, an assessment of the environmental or structural factors, community factors and individual factors is needed to plan an appropriate response. An analysis of the overall *external environment* can be conducted using tools such as the PESTEL analysis. PESTEL analysis (political, economic, social, technological, legal and environmental) is a tool to review and assess macro-environmental factors that impact the development and management of our strategy. It is part of the external analysis conducted when preparing a strategic analysis and gives an overview of external factors that need to be taken into consideration.



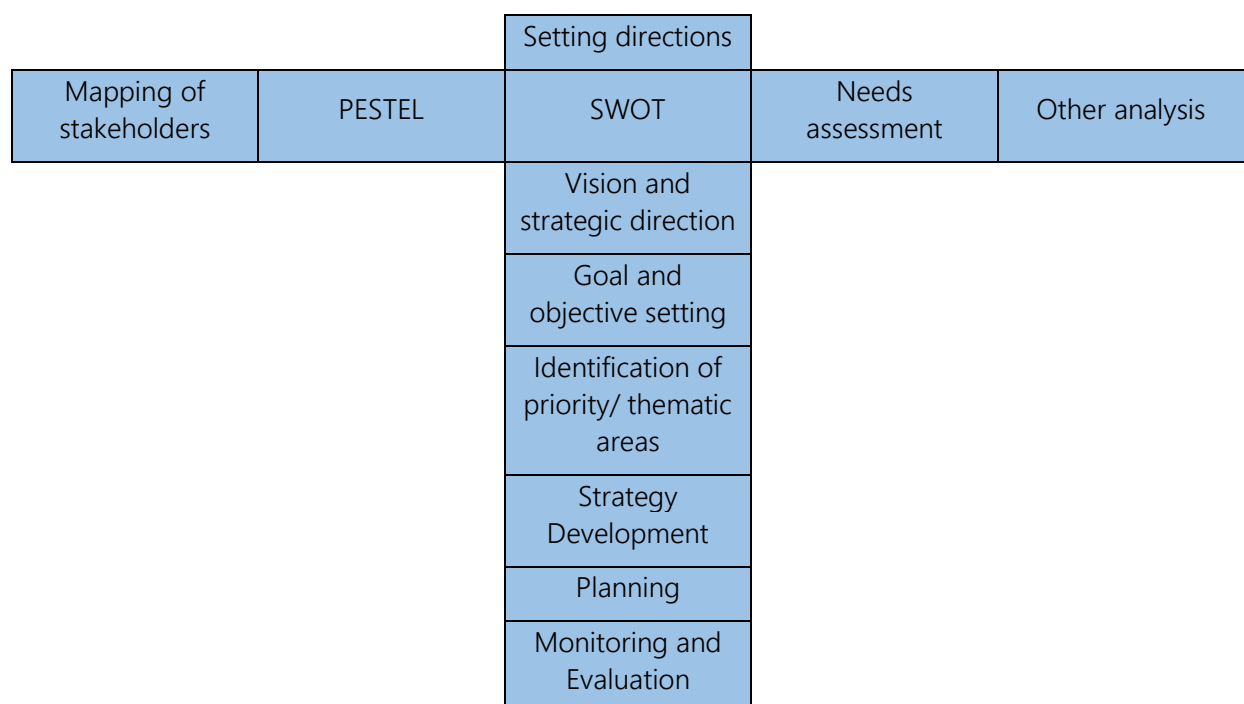
The results derived from the PESTEL analysis are used when identifying external factors (threats and opportunities) in SWOT analysis, which is an analysis undertaken to identify the *internal strengths* and weaknesses, as well as its external opportunities and threats. A SWOT analysis is often used at the start of or as part of a strategic planning exercise. It determines the strengths and weaknesses of the situation in the particular area as well provides an analysis of the opportunities and threats that may arise in the implementation of planned measures. This is the first stage of strategic planning to identify problems and draw the main objectives of combatting THB. The framework is considered a powerful support for decision-making because it enables stakeholders to uncover opportunities for

success that were previously unarticulated or to highlight threats before they become unmanageable. A SWOT analysis addresses the following:

- Strengths → - What we do well, what do we know, what support us in achieving results
- Weaknesses → - In what aspects we are not successful, what do we lack
- Opportunities → - What the opportunities are for the future, what can we use to our benefit
- Threats → - What could threaten / be a risk for our work in the future

In addition to these two tools, a needs assessment may be conducted to determine what is needed and what is expected to reach at the desirable positions.

These tools support in identifying the problem, determining the contributing factors to the problem, as well as which actions/interventions might work and what are the priority steps for achieving the desired outcomes.



An analysis of the process of direction setting in the current AT strategy 2015-2019 suggests that a group of experts and stakeholders came together to analyse the results of the previous strategy and other relevant data and information of the assessment of needs, however there are no records of a formal needs assessment process, including the use of tools we suggest in this section.

(b) Planning for intended results

A plan defines the results the strategy expects to achieve over time. Upon gathering all relevant data, the next step is strategic planning for intended result and relevant activities and aligning resources behind them. A strategic results framework sets indicators to measure achievement of intended results against baselines, and included means of verification and assumptions. The most commonly used framework for indicator selection is the 'input-activities-output-outcome-impact' framework. This provides a way to organize the data that are required to monitor progress and suggests a logical order for collecting and analysing information. This starts with examining the required inputs (for example, resources) for implementing activities, the activities themselves (for example, counselling), and then the resulting outputs (immediate effects, such as the number of victims in shelters). Outputs may lead to outcomes (intermediate effects, such as risk behaviour change) that in turn may lead to impact (long-term effects, such as reduction of risk of trafficking).

To be more specific, INPUTS indicate human, material and financial resources used for activities; ACTIVITIES indicate action taken towards reaching the objective; OUTPUTS indicate immediate results, e.g. products and services, of completed activities; OUTCOMES include the short- and medium-term effects of an intervention's outputs (on an individual level, it is reflected in changes in knowledge, attitudes, behaviour and practices); and finally IMPACT indicates long-term effects of strategies/programmes. It also refers to the wider impact in the community and society at large.

These constructs together with related indicators, targets and baseline data, as well as relevant activities, and underlying assumptions and risks are identified for each priority/thematic area identified in the first step. Thematic areas could be areas such as: prevention, protection and rehabilitation, prosecution, partnership, monitoring and evaluation, etc. On example could be the following:

Thematic Area	Indicator	Activities	Output	Responsibility	Outcome	Timelines
Prevention	Number of young girls and boys trafficked by the end of year 2017 reduced by 30%	Training for counsellors and social workers on victim identification, psycho-social support, risk assessment, trauma management, etc	Qualified case workers	XY	Complete reintegration of VoTs	M/Year

It is very important to also prepare the budget as an integral part of the plan, to assure sufficient resources are made available for its effective implementation and achievement of the intended results. Significant risks and mitigation measures for the achievement of results are identified as part of the planning process and monitored and managed during implementation.

The current strategy outline shows that the strategic planning is not result-oriented or outcome-oriented as the strategy and action plan frame mainly actions and objectives that are not easily measurable. Expected results are defined as outputs, whereas outcomes and impact are not outlined at all. Lack of clearly defined inputs, as well as measures for potential risks and mitigation are also an indication that planning currently doesn't follow a results-oriented approach, hence not structured in a way to support the implementation of the strategy.

(c) Implementing strategies and interventions

This stage includes going through the implementation of the plan. The most important thing during this stage, according to results framework is regular review and monitoring of implementation. Information on results and how they are achieved is actively used to manage, adjust, and improve the strategy and underlying actions.

Results from the regular reviews (quarterly or half-year) inform decision making in a continuous process of planning both strategically and operationally. Moreover, a culture of learning is established, where the collection, review and analysis of data becomes a regular part of work and is used to enhance the response to the needs of our target group.

In discussions with ONATC, it was established that regular data collection on implemented action is part of ONATC's responsibilities; the process however ends with the collection of data and determination of the status of the implementation of the activity. However, the data is not used to inform decision making, change actions accordingly with corrective actions or review the overall process of the strategy.

(d) Monitoring and Evaluating the implementation of the strategy

Monitoring is more than just measuring and collecting data. It also includes the interpretation of data and drawing conclusions. Regular internal review and analysis of results ensures results- and learning-oriented management. Such reviews also reflect on how we work to achieve results, with a view to improving performance and identifying good practices. They inform new cycles of planning and are important for strategy steering.

A monitoring and evaluation plan is developed that includes indicators, as well as information on who is responsible for collecting data and when, what data collection tools will be used, and how

the data will flow through the organisation, i.e. who are the recipients of the information. Quantitative and qualitative data is systematically collected regarding the target group and other relevant stakeholders. The quality of data is regularly checked, as well as proper storage, processing and transfer. Ongoing capacity-building of programme staff to ensure data quality is crucial.

Evaluations are done at specific stages of the cycle, unlike monitoring which is a continuous activity. Evaluations form the basis for accountability and more strategic learning.

Self-evaluation carried out at least once every 2 years is a good practice. All key stakeholder groups are engaged, with a focus on compliance with quality standards and short- and medium-term outcomes. This feeds into planning processes of the strategies and action plans.

Currently, ONATC lack an M&E plan, although the strategy clearly suggests that there is one in place. Therefore, this document presents a framework, within which ONATC will be able to define a monitoring plan for future use.

V. USING RESULT-ORIENTED APPROACH WITH THE CURRENT STRATEGY AND ACTION PLAN

1. An overview of the current Strategy and Action Plan

As mentioned elsewhere in the document, and also during the Training Needs Assessment conducted by the project, it became evident that lack of strategic development and action planning skills, and well as lack of proper tools for strategic planning and Monitoring and Evaluation have resulted in a National Strategy that lacks measurable objectives and actions and thus good target setting and properly structured indicators.

The current strategy derives from the priorities set by the Government of the Republic of Kosovo in combatting all forms of organized crime. The vision of the Strategy is- "A society where human trafficking is part of the past", and the main aim and mission of the strategy is the *co-ordination of preventive actions and the fight against human trafficking in order to reduce the cases of trafficking to a minimum in Kosovo, and coordination for the provision of quality services to victims of trafficking aiming to return their dignity and preventing their re-trafficking*. The strategy was drafted based on analyses and evaluation of the overall situation in Kosovo, and also based on the comprehensive assessment of the implementation of the previous Strategy against THB 2011-2014. The current is built around four strategic objectives:

1. Advancement of the prevention of human trafficking through information, awareness and education of the society in general, and in particular vulnerable groups about the consequences of trafficking and involvement in trafficking activities

2. Continuous strengthening of the system of identification, protection, assistance and reintegration of victims of trafficking through sustainable programmes of the social inclusion
3. Efficient criminal prosecution of cases of human trafficking by increasing the efficiency of the mechanisms for detecting and prosecuting traffickers
4. Strengthening the international and local cooperation for a strengthened partnership towards trafficking in human beings

A simple look at the link between strategic objectives and Strategy mission indicates a mismatch, as the mission statement revolves mainly around coordination of actions, which in turn is not mentioned in any of the first three objectives. To the naked eye, it seems like only the last of the four objectives actually contributes to the strategy mission.

The same can be observed between the Strategic Objectives and the Specific objectives that follow. Whereas the first strategic objective revolves mainly around awareness raising, a few of its specific objectives directly address the inclusion in the education system of the vulnerable groups, moving beyond awareness raising to direct service provision.

Moreover, the Strategy doesn't foresee a concrete Monitoring and Evaluation System although one system is briefly mentioned as an impact-based system, but no evidence is found on its implementation. According to the Strategy, Ministries participating in the working group are responsible for monitoring and evaluating activities as carrier institutions. These institutions report on a quarterly basis to the National Coordinator, whereas the Ministry of Internal Affairs as a carrier and in the quality of the National Anti-Trafficking Coordinator has in its organizational structure the Secretariat against Trafficking which has the task of monitoring and evaluating the strategy. The Office of the National Anti-Trafficking Coordinator at the end of each year prepares a report on the extent of realization of the objectives and activities which publishes and makes it known to all government and non-governmental stakeholders.

Moving beyond the Strategy to the Action Plan, the plan itself doesn't include outcomes and impact of the Strategy, although the Strategy mentions impact-based monitoring and evaluation system. The actions are set without determining the "how", in terms of how will this action be delivered or ensured. Going through indicators, most of them are vague and not-measurable, and more importantly they lack targets that are expected to be achieved (i.e. numbers, percentages, etc). Timelines are not set in accordance with the actions (i.e. activities 1.1.2 Launching of a situation analysis of children in movement in Kosovo and 1.1.3 Publication of a transnational research regarding children on the move between Kosovo, Albania and Macedonia are set at a timeline of 2 years although the wording of the actions suggest they are one-time events). Resources are also vaguely defined.

This in no way suggests that this is a bad strategy because it has a poorly defined action plan. It just implies that it is a difficult one to monitor and evaluate. Lack of a logical framework to follow, brings us to a point of having an action plan that is not measurable, specifically in terms of outcomes and impact reached. Showing successful results proves to be difficult when one is faced with similar action plans. The actions are not measurable because a baseline is not provided and indicators and target are not set, therefore the progress is not measurable.

2. Future steps and recommendations

The Training Needs Assessment and this deliverable have identified several issues that need improvement in the functioning of the ONATC, the main being capacity building of NATC/ONATC (and accordingly of other stakeholders) in strategic planning, monitoring and evaluation and data collection methodologies and tools, in order to plan properly and be able to monitor the overall work of the Anti-trafficking Authority/ Stakeholders and measure the progress by using indicators stated in the planned activities of the Action Plan 2015 – 2019 and beyond.

In regards to implementing the proposed Monitoring and Evaluation Framework with the current strategy and action plan, a Mid-Term Review of the Action Plan is needed to determine that these actions are still relevant to reaching the objectives of the Strategy and consequently its mission as well.

A mid-term review jointly with all relevant stakeholders brought together to take another look at the specific objectives set almost three years ago and in line with the current development possibly refine some of these specific objectives to re-direct them to the overall goal and mission, as well as design corrective actions to actions that are difficult to measure, have become void or have already been reached.

During this process, indicators can be redefined and possibly outputs and outcomes designed to make the action plan more results-oriented and easier to monitor, but more importantly to bring it closer to reaching the Strategy Objectives. Each indicator can be 'equipped' with a specific measure and tool for data gathering on how much the action has been successfully completed.

In the meantime, the framework is used to collect data and analyse them in a results-based approach. There is still a wealth of data collected by the National Authority, but as long as they are collected only for reporting purposes and not for planning purposes as well, then this makes the data redundant very soon.

A results-based framework presented in this deliverable allows for the governing authority to continuously review the data collected and use the results achieved to plan and refine/re-define the actions and indicators that follow after, as long as the actions continue to contribute to the overall objectives of the approved National Strategy. Therefore, with the adoption of such a framework for

the ONATC, the framework can be of use immediately and doesn't need to wait for the new Strategy to be drafted.

3. M&E Framework for the current strategy

In terms of an monitoring and evaluation for the current strategy, below we present a table that serves as a monitoring tool for each action and activity foreseen by the current Action Plan. Based on the current activities and expected results, we made an effort to identify indicators that can be objectively measurable and where possible set target for objective monitoring. Naturally, in order to show and document the results and outcomes of the strategy, it is very useful to have baseline data for each activity, which in the current action plan are missing.

The plan presented below is a working tool. The project proposes that a series of workshops and/or peer-to-peer sessions are organized with ONATC to go through the framework as well as the tool, explaining the purpose of each section and how it can be operationalized. The workshops would be useful to further define the indicators and other aspects that benefit the process of monitoring the implementation of the strategy, but also the establishment of the proposed framework. Hence, the table below may experience changes, introduced during the work conducted in the workshops/ peer-to-peer sessions.

MISSION OF THE STRATEGY <i>Coordination of preventive actions and combat against trafficking in human beings in order to reduce the cases of trafficking in Kosovo to a minimum, as well as coordination for providing quality services to trafficking victims aiming to return their dignity and prevent their re-trafficking</i>	Activity <i>Identified action to reach the objective</i>	Expected result <i>Initial and final results expected to be achieved</i>	Baseline data <i>The indicator is more reliable if baseline information exist to track progress</i>	Objectively Verifiable Indicators <i>Indicators are the quantitative and qualitative ways of judging whether outputs, objectives and goal have been achieved. Where possible, inclusion of targets is advisable</i>	Status of the Activity: <i>1. Hasn't started 2. In continuum 3. Has started 4. It is completed</i>	Frequency of data collection <i>1. Monthly 2. Bi-monthly 3. Quarterly 4. Half-year 5. Yearly</i>	Means of Verification <i>They identify the sources from which information to verify indicators can be gathered.</i>	Responsible person in ONATC <i>It is important to identify one person in ONATC responsible to collect this information from the relevant source (responsible institution)</i>	Review		Comments and Recommendations <i>Comments as to why the review is rated 1, 2 or 3. Additionally, any possible recommendations or corrective actions if the rating is 2 or 3</i>
									<i>On good track- 1</i>		
									<i>Difficulties encountered, but can be handled- 2</i>		
									<i>Experiencing difficulties, need revision- 3</i>		
	Half year HY	Full year FY									
Strategic Objective 1		<i>Advancement of the prevention of human trafficking through information, awareness and education of society in general, and in particular vulnerable groups about the consequences of trafficking and involvement in trafficking activities</i>									
Specific objective 1.1 SO 1.1: Awareness, education and information on the overall issue of human trafficking, including legal sanctions;	A1.1.1 Development of the analysis and assessments of trafficking trends and the level of citizens awareness regarding this phenomenon	Undertaken and finalized analysis	<i>(to be completed by ONATC)</i>	Relevant data and assessment generated and distributed to stakeholder on a timely basis # of printed and disseminated reports	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Available analysis on-hand Information distributed to stakeholders	<i>(to be assigned by ONATC)</i>			
		Review and summary of conducted research during 2014 on the level of citizens awareness									
	A1.1.2 Publication of analysis and presentation of		<i>(to be completed by ONATC)</i>	Relevant data and assessment generated and distributed to	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Available analysis on-hand	<i>(to be assigned by ONATC)</i>			

	Launching of a situation analysis of children in movement in Kosovo (including trafficked children / or children at risk of trafficking)	recommendations		stakeholder on a timely basis			Information distributed to stakeholders Proof of events held for launching the publication				
				# of published and disseminated reports							
		Published transnational research	(to be completed by ONATC)	Relevant analysis conducted and data distributed amongst relevant stakeholders on a timely basis	(to be completed during review)	(to be defined by ONATC)	Lists of participants attending the events	(to be assigned by ONATC)			
	A1.1.3 Publication of a transnational research regarding children on the move between Kosovo, Albania and Macedonia (including trafficked children / or children at risk of trafficking).	Communities and vulnerable groups aware and informed about trafficking	(to be completed by ONATC)	# of published and disseminated reports			Proof of events held for launching the publication				
				% of targeted communities aware and informed about trafficking	(to be completed during review)	(to be defined by ONATC)	Lists of participants attending the events	(to be assigned by ONATC)			
	A1.1.4 Organizing awareness and educational activities with	Parents, legal guardians are		No. and type of activities implemented			Content of distributed information Minutes of meetings/ activities held List of participants attending the activities Records of evaluation of				
				% of targeted parents/ legal guardians aware	(to be completed during review)	(to be defined by ONATC)		(to be assigned by ONATC)			

	a special focus on communities / regions / groups vulnerable to trafficking	aware about the danger represented by uncontrolled use of internet, social networking and TV	<i>(to be completed by ONATC)</i>	and informed about use internet, social networking and TV			activities				
	A1.1.5 Organization of parents / legal guardians awareness in parental supervision of children using the Internet, social networking and TV	Teachers, pupils and students informed about the phenomenon of human trafficking "1. A greater number of young people aware of the risks of trafficking	<i>(to be completed by ONATC)</i> <i>It is specifically important here to have baseline data if the expected results is "to increase the no. of young people aware of risks of trafficking"</i>	No. and type of activities implemented % of targeted teachers, students and pupils informed about human trafficking	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Content of distributed information Minutes of meetings/ activities held List of participants attending the activities Records of evaluation of activities	<i>(to be assigned by ONATC)</i>			
	A1.1.6 Development of awareness activities for teachers, pupils and students	2. Reducing the number of trafficked youth for the reason of youth awareness of this dangerous phenomenon "	<i>and "reduce the number of trafficked youth"</i> <i>Baseline data is needed to measure this increase, respectively reduction</i>	No. and type of activities organized % of young people with increased awareness of risks of trafficking % of reduction of number of trafficked youth as a result of increased awareness			Content of distributed information Minutes of meetings/ activities held List of participants attending the activities Records of evaluation of activities Youth self-reports (obtained through questionnaires/ interviews)				
		Awareness of		% of targeted people and institutions	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>		<i>(to be assigned by ONATC)</i>			

		all stakeholders and affected groups regarding human trafficking	(to be completed by ONATC)	reached No. and type of activities implemented % of people with increased awareness for prevention of trafficking			Data of no. of trafficked youth (needed for comparison)				
	A1.1.7 Development of awareness activities to prevent trafficking, forced labor of children and other forms of crime that touches the youth.	Awareness of all stakeholders and affected groups regarding human trafficking	(to be completed by ONATC)	No. of people and institutions reached through the campaign No. and type of activities implemented in the campaign	(to be completed during review)	(to be defined by ONATC)	Reports with accurate figures and budget spent on activities planned Minutes of meetings/ activities held List of participants attending the activities Records of evaluation of activities	(to be assigned by ONATC)			
		Citizens and vulnerable groups informed about the functioning of the help line	(to be completed by ONATC)	No. of people and institutions reached through the campaign No. and type of activities implemented in the campaign	(to be completed during review)	(to be defined by ONATC)	Content of distributed information Published articles Evaluation of the campaign	(to be assigned by ONATC)			
	A1.1.8 Organization of annual campaign the		(to be completed by ONATC)				Content of				

	<p>week for the rights of crime victims</p> <p>A.1.1.9 Organization of more inclusive campaigns on help line</p>						<p>distributed information</p> <p>Published articles</p> <p>Evaluation of the campaign</p>				
Specific objective 1.2 SO 1.2: Completion of the educational curriculum with additional information on the prevention of human trafficking;	<p>A1.2.1 Completion of curriculum with topics against trafficking in relevant faculties of the University of Prishtina, respectively Faculty of Education; Faculty of Social Labor</p> <p>A1.2.2 Equipping the educational institutions with the guideline and other materials on the issue of human</p>	<p>Topics against trafficking are included and applied in academic program in the Faculty of Education / Faculty of Social Labor</p> <p>Published Guidelines for teachers about working with students ; and other materials, leaflets, brochures, flyers, didactic manual, etc. distributed.</p>	<p><i>(to be completed by ONATC)</i></p> <p><i>(to be completed by ONATC)</i></p>	<p># of University programs incorporating topics against trafficking in their curricula</p> <p># of educational institutions using the guideline and other materials % of targeted students and pupils reached No. and type of materials distributed</p>	<p><i>(to be completed during review)</i></p> <p><i>(to be completed during review)</i></p>	<p><i>(to be defined by ONATC)</i></p> <p><i>(to be defined by ONATC)</i></p>	<p>Curriculum completed and approved for implementation</p> <p>University Program</p> <p>Course Syllabi</p> <p>Reports with accurate figures and budget spent on activities planned</p> <p>Content of information distributed</p>	<p><i>(to be assigned by ONATC)</i></p> <p><i>(to be assigned by ONATC)</i></p>			

	<p>diplomatic staff of Kosovo</p> <p>A1.2.5 Distribution of the Administrative Instruction for the implementation to the relevant institutions and the introduction of a form for a management level which evaluates that the Border Police, Labor inspectors and diplomatic personnel have received the instruction and understand its content</p>										
Specific objective 1.3 SO 1.3: The inclusion of vulnerable groups in education and non-formal education;	A1.3.1 Facilitating access to vulnerable groups in non-formal education	Vulnerable groups and trafficking victims to benefit more by non-formal education	<i>to be completed by ONATC</i>	% of targeted vulnerable groups having access to non-formal education # of vulnerable individuals enrolled in non-	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Records from educational facility	<i>(to be assigned by ONATC)</i>			

	A1.3.2 Co-operation with the institutional partners regarding the inclusion of vulnerable groups and trafficking victims in non-formal education	Vulnerable groups and trafficking victims involved in education and non-formal education	<i>(to be completed by ONATC)</i>	formal education # of signed MoUs with institutional partners # of vulnerable individuals benefiting from non-formal education	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Signed MoUs Records from educational facility	<i>(to be assigned by ONATC)</i>			
Specific objective 1.4 SO 1.4: Awareness of media institutions on elaboration and proper addressing of issue of trafficking;	A1.4.1 Training and information sessions for journalists and for the print and electronic media; A1.4.2 Co-operation	Increase of awareness and a upgrade method of reporting in the print and visual media The key institutions for	<i>to be completed by ONATC)</i> <i>(to be</i>	% of targeted media reached No. and type of activities held with the media No. of type of articles published #of news outlets in the local press	<i>(to be completed during review)</i> <i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i> <i>(to be defined by ONATC)</i>	Attitudes and comprehension of participants (obtained through questionnaires) Published articles Lists of participants attending the events Training programme, curricula, evaluation	<i>(to be assigned by ONATC)</i> <i>(to be assigned by ONATC)</i>			-

	with the Independent Media Commission and the Independent Press Council;	monitoring the media are working in terms of improving the addressing of the trafficking issues in the media	<i>completed by ONATC</i>	and media covering the topic			Published news outlets Media reports				
Specific objective 1.5 SO 1.5: Capacity building of civil society in the prevention of trafficking;	A1.5.1 Development of curriculum for the training of civil society to minorities, on the issue of human trafficking;	Civil Society Organizations of minorities capable of working in the field of human trafficking	<i>to be completed by ONATC</i>	No. of staff trained and capable of working in the field of HT No. of civil society projects addressing/ working on HT	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Curriculum completed and implemented Training programme, curricula, evaluation List of participants attending the training List of CSOs having projects on HT	<i>(to be assigned by ONATC)</i>			
	A1.5.2 Joint training for NGOs and various networks, of minorities with community activities	NGOs and minorities networks with the community activities strengthened in the field of human trafficking prevention	<i>(to be completed by ONATC)</i>	% of targeted NGOs and networks reached No. and type of activities organized #of training sessions delivered	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Training programme, curricula, evaluation List of participants attending the trainings Costs of	<i>(to be assigned by ONATC)</i>			

							trainings				
Strategic Objective 2	Continuous strengthening of the system of identification, protection, assistance and reintegration of trafficking victims through sustainable programmes of social inclusion										
Specific objective 2.1 SO 2.1: Advancement of the methodology for early identification and referral of persons at risk of trafficking	A2.1.1 Data collection / distribution for children who dropout of school	Data distribution and usage	(to be completed by ONATC)	Type and frequency of data collection # of children identified as dropping out school	(to be completed during review)	(to be defined by ONATC)	School records and reports	(to be assigned by ONATC)			
	A2.1.2 Drafting the action plan to identify children in street situations including also trafficked children or those who are at risk of trafficking	Implementation of Action Plan	(to be completed by ONATC)	# of stakeholders participation in the Action Plan Action Plan developed	(to be completed during review)	(to be defined by ONATC)	List of participants Action Plan approved	(to be assigned by ONATC)			
		Applied list		List of indicators for early identification # of stakeholders using the list	(to be completed during review)	(to be defined by ONATC)	List approved and in process of implementations	(to be assigned by ONATC)			
	A2.1.3 Compilation of the indicative list of early identification	Multidisciplinary teams trained to	(to be completed by ONATC)	Training programme and guidelines	(to be completed during review)	(to be defined by ONATC)		(to be assigned by ONATC)			

	A2.1.4 Training of multidisciplinary teams to implement the list of indicators / guidelines for early identification	implement the list of indicators / guidelines for early identification	(to be completed by ONATC)	drafted % of targeted teams trained # of participants attending the training			Training Programme, curricula, evaluation				
		Extension in all municipalities		# of task forces reinforced and institutionalized	(to be completed during review)	(to be defined by ONATC)	Guidelines List of participants Costs of trainings	(to be assigned by ONATC)			
	A2.1.5 Work extension and reinforcement of task forces	Formalization Minimization	(to be completed by ONATC)	# of people identified at risk of trafficking	(to be completed during review)	(to be defined by ONATC)	MoUs signed	(to be assigned by ONATC)			
	A2.1.6 Identification of persons with special needs at risk of trafficking	Increasing professionalism, and early identification	(to be completed by ONATC)	Training programme developed # of people participating in the training	(to be completed during review)	(to be defined by ONATC)	Database and records of identifications Training programme, curricula, evaluation	(to be assigned by ONATC)			
	A2.1.7 Advanced training for the members of the KP for proactive identification						List of participant Cost of trainings				

	of trafficking victims through internet										
Specific Objective 2.2 SO 2.2: Strengthening the sustainable and long-term services for trafficking victims;	A2.2.1 Licensing of providers of social and family services	Social and family service providers licensed	<i>(to be completed by ONATC)</i>	No. of licensed individuals for provision of services	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	List of licenses awarded Reports of the Licensing Commission	<i>(to be assigned by ONATC)</i>			
	A2.2.2 The licensing of NGO providers of social and family service	NGOs that provide social and family services licensed;	<i>(to be completed by ONATC)</i>	No. of NGOs licensed for provision of services Type of licenses awarded	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	List of licensed NGOs Reports of the Licensing Commission	<i>(to be assigned by ONATC)</i>			
	A2.2.3 Continuation of shelter contracting and rehabilitation services by non-governmental sector	Stable and qualitative sheltering and rehabilitation services Adequate legal representation for trafficking victims	<i>(to be completed by ONATC)</i>	No. of shelters receiving support through subsidies No. of victims benefiting from the services	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Signed MoUs Regular reports for the shelters	<i>(to be assigned by ONATC)</i>			
	A2.2.4 Advanced training for victims protection for		<i>(to be completed by ONATC)</i>	% of targeted legal representatives reached No. of trained individuals able to ensure proper legal representation of	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	List of participants Training Programme, curricula, evaluation Costs of	<i>(to be assigned by ONATC)</i>			

	legal representation for trafficking victims			victims No. and type of training activities organized			trainings				
		Qualitative services offered		No. of trained individuals able to provide services to male trafficking victims	(to be completed during review)	(to be defined by ONATC)		(to be assigned by ONATC)			
	A2.2.5 Shelter staff training in providing services in cases of male trafficking victims	Providing adequate services for TV users	(to be completed by ONATC)	No. and type of training activities organized	(to be completed during review)	(to be defined by ONATC)	List of participants Training Programme, curricula, evaluation Costs of trainings	(to be assigned by ONATC)			
	A2.2.6 Professional capacity building in addressing VoT users of psycho tropes / psychoactive substances	Municipal planning and budgeting	(to be completed by ONATC)	% of targeted municipalities included in the trainings	(to be completed during review)	(to be defined by ONATC)	List of participants Training Programme, curricula, evaluation Costs of trainings	(to be assigned by ONATC)			
	A2.2.7 Training for municipal capacity building for planning and budgeting in the provision of social			No and type of activities organized							
				No of trained individuals able to properly handle planning and budgeting at municipal level							
				No. of	(to be completed	(to be defined		(to be assigned			

	services	Professional representation for trafficking victims in the police, prosecutor and court	(to be completed by ONATC)	represented victims	during review)	by ONATC)	evaluation	by ONATC)			
	A2.2.8 Representation of trafficking victims in the Police, Prosecutor, Court	Prompt quality services for victims, citizens who report cases to the help line.	(to be completed by ONATC)	No. of cases reported in the helpline	(to be completed during review)	(to be defined by ONATC)	Costs of trainings	(to be assigned by ONATC)			
	A2.2.9 Providing advanced help line services						Periodic reports				
Specific Objective 2.3 SO 2.3: Ensuring the implementation of legislation for the identification, protection and reintegration of trafficking victims;	A2.3.1 Information sessions for Lists and guidelines for early identification	Potential victims and of trafficking identified easily	(to be completed by ONATC)	# of information sessions held # of participants	(to be completed during review)	(to be defined by ONATC)	Proof of activities held (minutes, list of participants, agenda)	(to be assigned by ONATC)			
	A2.3.2 Information	Medical treatment for trafficking	(to be completed by	# of information sessions held # of participants	(to be completed during review)	(to be defined by ONATC)	Proof of activities held	(to be assigned by ONATC)			

	sessions for the implementation of AI for health care measures in the social care institutions	victims in social care institutions	ONATC)				(minutes, list of participants, agenda)				
	A2.3.3 Advanced training for professional staff and joint training with various institutions	Advanced training for professional staff	(to be completed by ONATC)	No. of trained individuals No. and type of training activities organized	(to be completed during review)	(to be defined by ONATC)	List of participants Training Programme, curricula, evaluation Costs of trainings	(to be assigned by ONATC)			
	A2.3.4 Organization for the Rights of Crime Victims Week	The week for the rights of trafficking victims organized	(to be completed by ONATC)	% of targeted population reached No. and type of events held	(to be completed during review)	(to be defined by ONATC)	Reports Published articles	(to be assigned by ONATC)			
	A2.3.5 Review and harmonization of existing legislation in conformity with EU Directives	The national legislation harmonized with the EU's	(to be completed by ONATC)	No. of legal acts revised % of current legislation in conformity with EU Directives	(to be completed during review)	(to be defined by ONATC)	Periodic reports				
Specific Objective 2.4 SO 2.4: To ensure the financial sustainability for institutions that provide services to trafficking victims;	A2.4.1 Research / assessment on the sustainability of (budgetary)	Publication of evaluation and recommendations; Implementation	(to be completed by ONATC)	Relevant data and assessment generated and distributed to stakeholder on a	(to be completed during review)	(to be defined by ONATC)	Publication on hand Distribution lists	(to be assigned by ONATC)			

Specific Objective 2.5 SO 2.5: Strengthening the long-term reintegration services	A2.5.1 Advancing sustainable and long-term services for trafficking victims	Trafficking victims offered with sustainable services	<i>(to be completed by ONATC)</i>	No. and type of long-term services provided to victims % of quality parameters ensured	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Periodic reports	<i>(to be assigned by ONATC)</i>			
	A2.5.2 Advancing the long term reintegration services for trafficking victims	Trafficking victims are offered with services for the long-term reintegration	<i>(to be completed by ONATC)</i>	No. and type of reintegrative services provided to victims % of quality parameters ensured	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Periodic reports	<i>(to be assigned by ONATC)</i>			
	A2.5.3 Providing educational services for VoTs	Trafficking victims benefit from educational programmes	<i>(to be completed by ONATC)</i>	No. and type of educations services provided % of targeted victims reached	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	List of participants Educational programme concepts	<i>(to be assigned by ONATC)</i>			
	A2.5.4 Providing vocational training for trafficking victims	Professional vocational training for trafficking victims	<i>(to be completed by ONATC)</i>	No. and type of vocational trainings provided % of targeted victims reached	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	List of participants Reports of vocational facilities Assessments of VoTs needs and assets	<i>(to be assigned by ONATC)</i>			

Strategic Objective 3		Increase of the efficiency of the investigation and prosecution of human trafficking cases by strengthening the mechanisms for law enforcement									
Specific Objective 3.1 SO 3.1: Analysis of human trafficking at the state level to identify threats, trends, problems and risks in the field of human trafficking;	A3.1.1 Preparation of human trafficking analysis trends in Kosovo	Clarification of trafficking trends in Kosovo	(to be completed by ONATC)	Relevant data and assessment generated and distributed to stakeholder on a timely basis # of printed and disseminated reports	(to be completed during review)	(to be defined by ONATC)	Analysis finalized and approved Distribution lists Published reports	(to be assigned by ONATC)			
Specific Objective 3.2 SO 3.2: Strengthening the capacity of law enforcement institutions for efficient investigation of trafficking cases;	A3.2.1 Improving working tools, equipment, logistics and general system for evidence collection and documentation related to cases of human trafficking	Improving working conditions for qualitative investigation	(to be completed by ONATC)	No. of institutions with improved working conditions % of increase of quality of work as a direct result of improved working conditions	(to be completed during review)	(to be defined by ONATC)	Periodic reports Costs of improvement	(to be assigned by ONATC)			
	A3.2.2 Organization of joint training for law enforcers in the investigation of trafficking cases	Basic training and advanced training for law enforcers	(to be completed by ONATC)	No. of trained law enforcers with increased capacities for investigations % of targeted law enforcers reached	(to be completed during review)	(to be defined by ONATC)	Training programme, curricula, evaluation List of participants Costs of training	(to be assigned by ONATC)			

	A3.2.3 Integration and harmonization of databases between the KP, KPI, SP, Courts, KCS	Harmonized and accurate statistics by all institutions	<i>(to be completed by ONATC)</i>	% of harmonization of databases	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Database reports	<i>(to be assigned by ONATC)</i>			
	A3.2.4 Capacity building of the KP in investigating cases of child pornography and trafficking via the Internet	Trained and effective officials in investigating cases of child pornography and trafficking via the Internet	<i>(to be completed by ONATC)</i>	No. of trained individuals with increased capacities for investigations % of target reached	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Training programme, curricula, evaluation List of participants Costs of training	<i>(to be assigned by ONATC)</i>			
Specific Objective 3.3 SO 3.3: Capacity building for detection of human trafficking cases;	The actions for this specific objective are missing in the current Action Plan.										
Specific Objective 3.4 SO 3.4: Increase of the institutional efficiency in confiscation of property acquired by criminal offense;	A3.4.1. Completion of the number of investigators in the Investigations Directorate of Human	IDHT fully functional with investigators	<i>(to be completed by ONATC)</i>	# of investigators in IDHT	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	IDHT employment records IDHT reports	<i>(to be assigned by ONATC)</i>			

	Trafficking (IDHT)										
	A3.4.2 Organization of workshops / joint training on investigation procedures, seizure and confiscation of assets A3.4.3 Financial investigation of human trafficking cases in parallel with a criminal investigation	Trained and specialized investigators in the investigation of financial cases Increase of identification of assets acquired by the criminal offense, and their obstruction, increase, seizure and confiscation "	(to be completed by ONATC) (to be completed by ONATC)	No. of trained investigators with increased capacities for investigations % of targeted investigators trained # of cases identified in comparison to last years Size and value of seized and confiscated assets	(to be completed during review) (to be completed during review)	(to be defined by ONATC) (to be defined by ONATC)	Training programme, curricula, evaluation List of participants Costs of training Periodic reports	(to be assigned by ONATC) (to be assigned by ONATC)			
Specific Objective 3.5 SO 3.5: Improvement of the prosecutorial and judicial system in dealing with the priority of human trafficking cases.	A3.5.1 Fulfilling the number of prosecutors and judges	Sufficient number of prosecutors and judges to deal with cases of human trafficking	(to be completed by ONATC)	# of prosecutors and judges appointed in comparison to last years	(to be completed during review)	(to be defined by ONATC)	Periodic reports Appointments of individuals	(to be assigned by ONATC)			
	A3.5.2 The KP, KPI, PS, Courts and KCS reporting on periodical basis to AKKTNj	More qualitative analytical reports on trafficking trends	(to be completed by ONATC)	Detailed data and statistics collected Reports submitted on periodic basis	(to be completed during review)	(to be defined by ONATC)	Data submitted Reports submitted	(to be assigned by ONATC)			

	A3.5.3 The improvement of work coordination of investigator-prosecutor/ implementation of KPP to increase the number of written recommendations for additional reports by prosecutors	Increase of the number in relation to trafficking cases	(to be completed by ONATC)	No. of reports in comparison to last years	(to be completed during review)	(to be defined by ONATC)	Periodic reports	(to be assigned by ONATC)			
	A3.5.4 Increase of indictments in human trafficking cases	Cases proceeded by indictment in court proceedings	(to be completed by ONATC)	% of indicted cases as opposed to accused cases # of indictments per year	(to be completed during review)	(to be defined by ONATC)	Court proceedings Periodic reports	(to be assigned by ONATC)			
Strategic Objective 4	Strengthening the co-operation and coordination in international and local level for the prevention, prosecution, protection and reintegration of trafficking victims										
Specific Objective 4.1 SO 4.1: Improving the inter-institutional co-operation and coordination and community prevention and referral of human trafficking cases	A4.1.1 Signing bilateral agreements between states	The level of coordination and international co-operation improved	(to be completed by ONATC)	No. of agreements between states signed % of increase of signed agreements in comparison to previous years	(to be completed during review)	(to be defined by ONATC)	Agreements	(to be assigned by ONATC)			

	A4.1.2 The continuation of the TRM implementation	Exchange of information and handling of specific cases	<i>(to be completed by ONATC)</i>	# of cases identified through TRM implementation	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Periodic reports on TRM implementation	<i>(to be assigned by ONATC)</i>			
	A4.1.3 The co-operation of local NGOs with international NGOs	Improvement of information exchange and services provision in cases of THB	<i>(to be completed by ONATC)</i>	# of coordination meetings held between local and international NGOs # of signed MoUs	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Meeting minutes MoUs Periodic reports	<i>(to be assigned by ONATC)</i>			
		Increase of International Police co-operation	<i>(to be completed by ONATC)</i>	# of cases addressed through international police cooperation	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Periodic reports	<i>(to be assigned by ONATC)</i>			
	A4.1.4 Exchange of police information in terms of operating with the police of regional states and others	Joint activities between relevant stakeholders of the state with other states	<i>(to be completed by ONATC)</i>	Number and frequency of activities held between stakeholders of different states	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Meeting minutes Periodic reports	<i>(to be assigned by ONATC)</i>			
	A4.1.5 Facilitating communication between stakeholders of different states	Exchange of information, experience and capacity building	<i>(to be completed by ONATC)</i>	# of events with regional and international level # of people participating in	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Event materials (agenda, list of participants, brochures, etc)	<i>(to be assigned by ONATC)</i>			

	A4.1.6 Organization and participation in seminars, forums and conferences at regional and international level		completed by ONATC)	regional and international events			Costs of activities Travel reports				
Specific Objective 4.2 SO 4.2: Strengthening the inter-institutional co-operation at all levels in the field of protection and reintegration	A4.2.1 The signing of co-operation agreements between institutions, civil society and business community	Implementatio n of the agreement	(to be completed by ONATC)	# of signed agreements between stakeholders	(to be completed during review)	(to be defined by ONATC)	Agreements signed Reports on implementation of agreements	(to be assigned by ONATC)			
	A4.2.2 Appointment of responsible persons in the relevant institutions	Implementatio n of SOP	(to be completed by ONATC)	# of persons appointed in relevant institutions % of target reached	(to be completed during review)	(to be defined by ONATC)	Decisions on appointments Periodic reports	(to be assigned by ONATC)			
	A4.2.3 Joint training with key stakeholders involved in trafficking cases - SOP,	Capacity building	(to be completed by ONATC)	No. and type of trainings held % of stakeholders trained in aforementioned topics	(to be completed during review)	(to be defined by ONATC)	Training programme, curricula, evaluation List of	(to be assigned by ONATC)			

	<p>minimum standards of care</p> <p>A4.2.4 Functionality of liaison mechanisms between central and local level</p>	Strengthening	<i>(to be completed by ONATC)</i>	<p># of participants in the trainings</p> <p>No. and type and of mechanisms functional and strengthened</p>	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	<p>participants</p> <p>Costs of training</p> <p>Agreed upon plans of actions</p> <p>Periodic reports</p>	<i>(to be assigned by ONATC)</i>			
Specific Objective 4.3 SO 4.3: Inter-institutional coordination and co-operation in the investigation and prosecution of trafficking cases;	<p>A4.3.1 Development of joint operations in the identification and investigation of potential cases of human trafficking / forced labor</p>	<p>Increase of the number of successful operations. Combatting this phenomenon through actions / proactive investigations</p>	<i>(to be completed by ONATC)</i>	<p># of joint operations implemented</p> <p># of cases initiated as a result of joint operations</p>	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	<p>Periodic reports</p> <p>Operational plan</p>	<i>(to be assigned by ONATC)</i>			
	<p>A4.3.2 Development of joint operations in the identification and</p>	<p>Increase the number of successful operations. Combatting this phenomenon through actions / proactive</p>	<i>(to be completed by ONATC)</i>	<p># of joint operations implemented</p> <p># of cases identified and investigated as a result of joint operations</p>	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	<p>Periodic reports</p> <p>Operational plan</p>	<i>(to be assigned by ONATC)</i>			

	investigation of trafficking cases among alms-seekers	investigations									
	A4.3.3 Law enforcers training on Standard Operating Procedures for trafficked persons	Increasing professionalism of the investigators in the implementation of the SOP	<i>(to be completed by ONATC)</i>	No. and type of trainings held % of targeted law enforcers trained in SOPs # of participants in the trainings	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Training programme, curricula, evaluation	<i>(to be assigned by ONATC)</i>			
	A4.3.4 Improvement of information exchange between law enforcers on trafficking issues	Increase of the number of identified cases of suspected trafficking	<i>(to be completed by ONATC)</i>	# of information sessions held # of initiated actions as a direct result of information exchange	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	List of participants Evaluations from participants (obtained through questionnaires)	<i>(to be assigned by ONATC)</i>			
		Improvement of communication, collaboration and coordination between relevant institutions	<i>(to be completed by ONATC)</i>	# of meetings held # of participants in the meeting	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Periodic report	<i>(to be assigned by ONATC)</i>			
	A4.3.5						Agenda Meeting				

	Periodic meetings between the institutions with an investigative mandate						Minutes List of participants				
Specific Objective 4.4 SO 4.4: Strengthening the inter-institutional co-operation and coordination	A4.4.1 Regular meetings at the central level between the Police and Prosecution	The efficiency of case processing	<i>(to be completed by ONATC)</i>	# of meetings held % of increase of efficiency as a direct results of inter-institutional cooperation	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Minutes of meeting Periodic reports	<i>(to be assigned by ONATC)</i>			
	A4.4.2 Monthly meetings of the Inter-Ministerial Group against human trafficking	Strengthening of co-operation and effectiveness	<i>(to be completed by ONATC)</i>	# of meetings held # of participants	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Agenda Meeting Minutes List of participants	<i>(to be assigned by ONATC)</i>			
	A4.4.3 ISG quarterly meetings for trafficking victims	Improvement of assistance on human trafficking victims	<i>(to be completed by ONATC)</i>	# of meetings held # of participants	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Agenda Meeting Minutes List of participants	<i>(to be assigned by ONATC)</i>			
		Identification and management		# of meetings held # of participants	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>		<i>(to be assigned by ONATC)</i>			

	A4.4.4 Regular meetings of the current Task Force in the local lever in approach against human trafficking	of child cases Increase of cooperation at the local level on dealing with human trafficking cases	(to be completed by ONATC)	# of new cases identified as a results of Task Force cooperation			Agenda Meeting Minutes List of participants	(to be assigned by ONATC)			
	A4.4.5 Promotion and functioning of existing mechanisms at the local level	Sustainability of services	(to be completed by ONATC)	# of activities held in promotion of mechanisms % of municipalities reached # of stakeholders involved	(to be completed during review)	(to be defined by ONATC)	Reports from activities held Lists of participant Content of distributed information	(to be assigned by ONATC)			
	A4.4.6 Co-operation of institutions with NGOs	Coordination of activities with different donors improved	(to be completed by ONATC)	# of meetings held between NGOs and institutions # of participants # of signed MoUs	(to be completed during review)	(to be defined by ONATC)	Meeting Minutes List of participants Signed MoUs	(to be assigned by ONATC)			
	A4.4.7 Organization of regular coordination meetings with donors		(to be completed by ONATC)	No. and type of meetings held # of participants	(to be completed during review)	(to be defined by ONATC)	Agenda Meeting Minutes List of				

							participants				
Specific Objective 4.5 SO 4.5: Harmonization of legislation and capacity building in conformity to EU standards;	A4.5.1 Reviewing and supplementin g the legal infrastructure in compliance with international and European instruments (Conventions, protocols)	Potential membership of Kosovo in the relevant mechanisms	<i>(to be completed by ONATC)</i>	# of mechanisms joined	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Periodic reports	<i>(to be assigned by ONATC)</i>			
	A4.5.2 Review of national legislation upon need	Revised and harmonized legal acts (avoiding legal collision)	<i>(to be completed by ONATC)</i>	# of national legislations reviewed # of national legislative acts harmonized	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Periodic reports	<i>(to be assigned by ONATC)</i>			
Specific Objective 4.6 SO 4.6: Membership of Kosovo institutions in international mechanisms	A4.6.1 Fulfilling the legal and procedural criteria in the process of membership to international mechanisms such as Interpol, Europol, Selec, Eurojust	Potential membership of Kosovo in the relevant mechanisms	<i>(to be completed by ONATC)</i>	# of memberships reached	<i>(to be completed during review)</i>	<i>(to be defined by ONATC)</i>	Periodic reports	<i>(to be assigned by ONATC)</i>			
		Kosovo		# of meetings	<i>(to be completed)</i>	<i>(to be defined)</i>	Meeting	<i>(to be assigned)</i>			

	A4.6.2 Involvement in an informal network of National Coordinators	participates in the activities of a regional network of national coordinators	<i>(to be completed by ONATC)</i>	held # of participants	<i>during review)</i>	<i>by ONATC)</i>	Minutes List of participants	<i>by ONATC)</i>			
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Annex 1:

List of references

1. Law no. 04/L-218 on preventing and combatting trafficking in human beings and protecting victims of trafficking- Kosovo Government
2. National Anti-Trafficking Strategy 2015-2019
3. National Anti-Trafficking Action Plan 2015- 2019
4. Review of the National Anti-trafficking Action Plan 2017
5. Strengthening Kosovo institutions in effective management of migration, asylum and fith against trafficking with human beings- IPA II 2014-2020
6. Assessment for establishing a referral mechanism for victims of trafficking in human beings in Kosovo- October 2007
7. Evaluation of the child rights monitoring system in Kosovo 2009-2015- UNICEF
8. The EU requirements for Kosovo: the fight against trafficking in persons- KIPRED 2015
9. Guidelines for the development and implementation of a Comprehensive National Anti-Trafficking response- International Center for Migration Policy development- Vienna 2006
10. Framework for Monitoring and Evaluation of programmes for at-risk populations- UNAIDS 2008
11. How to design an M&E Framework- Methods Lab 2016
12. Ten steps to a Results-based Monitoring and evaluation system- The World Bank 2004
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