

Counter-Trafficking in Persons (C-TIP) Monitoring and Evaluation Capacity Assessment Report for Armenia



July 2023

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Abbreviations

C-TIP	Counter-Trafficking in Persons
CN	coordination and networks
D4I	Data for Impact
F	financing
GOAM	Government of Armenia
IM	information management
LG	leadership and governance
M&E	monitoring and evaluation
MOLSA	Ministry of Labor and Social Affairs
NAP	National Action Plan
NGO	nongovernmental organization
RoA	Republic of Armenia
SOP	standard operating procedure
USAID	United States Agency for International Development
W	workforce
WG	working group
WHO	World Health Organization

Executive Summary

The United States Agency for International Development (USAID) Data for Impact (D4I) project is working to strengthen the Government of Armenia's (GOAM) capacity and systems to support efforts in counter-trafficking and forced labor.

The counter-trafficking in persons (C-TIP) and exploitation of persons monitoring, and evaluation (M&E) system capacity assessment was conducted to ascertain and document current capacity at the organizational and individual levels in the Ministry of Labor and Social Affairs (MOLSA) Division of Anti-Trafficking and Women's Issues and inform the development of a capacity strengthening plan. The objectives were:

- Measure the capacity of the M&E systems in the MOLSA and among C-TIP actors and identify gaps that should be addressed to strengthen C-TIP leadership and governance, finance, workforce, information management, coordination, and networks.
- Identify the Division of Anti-Trafficking and Women's Issues individual M&E capacity needs for national-level reporting and improvement of C-TIP responses.

Methodology

The methods used to collect the data were (a) desk reviews, (b) the individual M&E competency assessment tool, and (c) the M&E capacity group assessment tool. The tools relied on stakeholder engagement to understand the capacity of each division, identify the gaps, and develop informed recommendations to strengthen the Division of Anti-Trafficking and Women's Issues, the Division of Monitoring and Evaluation, and the C-TIP working group (WG).

Key Findings

- The individual M&E capacity assessment established that the MOLSA staff perceive their individual capacity for C-TIP M&E implementation as limited. Participants included staff from the Division of Anti-Trafficking and Women's Issues and the Division of Monitoring and Evaluation. Assessment covered four domains: C-TIP planning and coordination, C-TIP National Action Plan (NAP) implementation, NAP monitoring, and NAP mobilization and communication. Participants were asked to rate their ability to manage functional tasks under each domain, such as the Front-line officers e.g., the social workers, undergo refresher trainings/sensitization on identification procedures of TIP cases and Staff from MOLSA and other agencies have been trained on M&E for C-TIP activities. Capacity scores were calculated as the percentage of items that the participant reported being able to conduct independently. Average scores ranged from 23 percent to 63 percent by domain, for an overall score of 41 percent.
- The M&E capacity group assessment used a similar format and covered five domains: leadership and governance, finance, workforce, information management and evaluation, coordination, and networks for C-TIP programming. Participants were asked to rate their ability to manage functional tasks under each domain, such as C-TIP Plan includes M&E system strengthening activities; Activities in the C-TIP National Action Plan have been costed and if the MOLSA/Division of Anti-trafficking and Women's Issues has a framework for measuring C-TIP implementation. The average score for all the domains was 63 percent with information Management and Evaluation

scoring highest at 81 followed by Coordination and Networks and Workforce at 72 and 70 percent respectively. Finance and Leadership & Governance scored 42 and 53 percent respectively.

Key Recommendations

- Strengthen the coordination between the Division of Anti-Trafficking and Women's Issues and the Monitoring and Evaluation Division. Strengthen the coordination between these divisions and the Statistical Committee of the Republic of Armenia (armstat.am) that undertakes data management, analysis, and dissemination for the GOAM. Explore activities that could strengthen collaboration of these divisions for the C-TIP NAP implementation progress tracking and effectiveness assessment.
- Conduct sensitization and skill-building activities in M&E for the WG and frontline staff. Capacity strengthening activities should be identified and costed in the new C-TIP NAP. These may include orientation; trainings; and structured mentorship on data collection, reporting, and use of C-TIP data.
- Develop a C-TIP NAP M&E plan that details the performance indicators for use in progress monitoring and includes annual targets. Include performance indicators such as the number of awareness raising campaigns targeting the youth conducted, 30 percent of specialists trained on detection, prevention situation for C-TIP, and so forth.
- Schedule regular forums to review C-TIP NAP implementation amongst the actors; this should be done under the umbrella of C-TIP WG forums. The C-TIP WG forums should be diarized and the actions items shared at the inter-ministerial agency meeting.
- Include a section that outlines the strategic objectives, provides targets for the activities that will be outlined for implementation in the 2023–2025 C-TIP NAP. The C-TIP NAP should include costed M&E system strengthening activities such as quarterly review meetings and C-TIP data collation and analysis.
- Refine and put in place standard C-TIP data collection tools for use by nongovernmental organizations (NGOs) implementing C-TIP activities and a reporting format for state agencies that share data with the Division of Anti-trafficking and Women's Issues. The package of data collection tools could include tools for screening, needs assessment, referrals, and reporting.

Organization

The M&E Capacity Assessment report is organized into four sections:

Section 1: Introduction and overview

Section 2: Summary of methods used to collect data

Section 3: Findings and recommendations by domain

Section 4: Capacity strengthening plan

Introduction

Assessment Overview

The USAID D4I project is working to strengthen the GOAM capacity and systems to counter trafficking in persons and forced labor. Specifically, D4I is supporting the MOLSA to effectively implement and monitor the 2020–2022 NAP and to strategically communicate the issues surrounding C-TIP and exploitation of persons and the country’s response with key stakeholders, at-risk populations, and the public at large. D4I’s approach is to use evidence to strengthen the MOLSA’s capacity to accelerate implementation of the NAP while building practices and systems that will promote a sustained national C-TIP response in the years to come.

The C-TIP M&E system capacity assessment was conducted to identify and document the current individual and organizational capacity at the MOLSA Division of Anti-trafficking and Women’s Issues to undertake monitoring and evaluation functions, and to identify the gaps and the technical assistance needed to inform the development of a capacity strengthening plan.

The report outlines the assessment methodology used, the results discovered, and the action plan developed based on the assessment. The assessment was undertaken over a four-week period from February to April 2022. The ministry has seven program departments. For this assessment, two departments participated, the Department of Securing Equal Opportunities (aligned with the Division of Anti-Trafficking and Women’s Issues) and the Department of Summary Analysis, Monitoring and Evaluation (aligned with the Division of Monitoring and Evaluation).

The Current M&E System in the Ministry of Labor and Social Affairs (MOLSA)

According to the MOLSA regulations and charter, the main M&E responsibilities at the ministry fall in the Department of the Summary Analysis, Monitoring and Evaluation. The department has two divisions, namely the Division of Monitoring and Evaluation and the Division for Summary Analysis. According to the department charter, their responsibilities are:

- a. Participation in the strategic planning of programs in the field of social protection;
- b. Ensuring monitoring and evaluation of the existing programs in the field of social protection;
- c. Participation in data entry, collection, and analysis in the sphere of social protection; and
- d. Oversight and ministry supervision of existing programs coordinated by responsible departments.

The department’s charter makes no direct reference to M&E support for C-TIP activities; however, the Division of Monitoring and Evaluation is the central body authorized to monitor the programs managed by NGOs for protection of trafficked victims.¹

The main responsible structural unit for counter-trafficking activities in the MOLSA is the Division of Anti-Trafficking and Women’s Issues, under the Department of Securing Equal Opportunities.

¹ The term "victim" is used throughout to maintain consistency with Armenian C-TIP reports. The term may be considered more inclusive when discussing services provided for individuals who may not have survived (for example, "victim identification"). However, alternative terms like "survivor" are preferred and used in certain contexts.

The division oversees:

- a. Policy development and implementation in the areas of gender equality, combating trafficking, and exploitation.
- b. Submission of proposals aimed at prevention of domestic violence, prevention of gender discrimination, and combating human trafficking and exploitation.
- c. Provision of jobs, seminars, implementation of policies and program monitoring, identification of organizations involved in the protection of rights of the victims of domestic violence, gender discrimination, trafficking in persons, and exploitation of persons.

The Division of Monitoring and Evaluation's charter describes its functions as coordination of C-TIP activities, policy making, and monitoring.

As per the MOLSA mandate, the Division of Anti-Trafficking and Women's Issues is the beneficiary of D4I's M&E capacity strengthening activities. However, considering the overall role of the M&E division, D4I will provide technical assistance to this division as it is responsible for monitoring the MOLSA programs.

Objectives of the Assessment

In close collaboration with the MOLSA Division of Anti-Trafficking and Women's Issues, D4I conducted a monitoring and evaluation system capacity assessment. The main aim of the assessment was to identify the current capacity of the division's M&E performance, to identify capacity gaps, and to determine the most appropriate interventions to strengthen the M&E capacities to monitor the C-TIP interventions. The specific objectives of the assessment were to:

- Determine the MOLSA's capacity in key areas related to M&E: leadership and governance, finance, workforce, information management, and coordination and networking—and identify gaps at the division level.
- Identify the division's M&E capacities such as ability to put in place policies & guidelines for routine monitoring, capacity of stakeholder forums to utilize C-TIP data for evidence-based programming, and ability to conduct M&E fundamental trainings and other trainings to improve C-TIP programming responses.
- Develop a capacity strengthening action plan and jointly agree (yearly) on the activities within that plan that D4I will support.

Methods

Assessment Design

Description of Assessment Design

A viable C-TIP system must have strong leadership and adequate staffing and funding. The output of a strong M&E system is quality data and findings that are used for planning, implementation, policy development, and decision making. The C-TIP M&E system is comprised of the monitoring, evaluation, and accompanying information systems that enable the government to obtain timely and accurate data for learning and decision-making.

The tool was adapted from several other capacity assessment tools, key among them:

- Strengthening Health systems to improve Health Outcomes: World Health Organization's (WHO's) Framework for Action, 2007²
- Joint United Nations Program on HIV/AIDs (UNAIDS) tool 12 Components, 2009³

Sources of Data

Tools used to collect data for the M&E system capacity assessment were:

- Individual M&E competency assessment tool and
- the M&E capacity group assessment tool.

Sampling Procedures and Data collection

D4I developed the assessment tools, the individual assessment tool, and adapted the group assessment tool. These were based on findings from the rapid assessment conducted in October 2021 to determine the capacities of the staff who undertake C-TIP programming and monitoring activities in the MOLSA. The findings were also supplemented with results from the C-TIP landscape assessment completed in December 2021.

Participant selection and recruitment: The Division of Anti-Trafficking and Women's Issues identified the participants who were to take part in the group assessment. The participants were the designated members of the WG from these agencies. They were drawn from both state and non-state actors who undertake C-TIP activities in the GOAM. The 11 state actors were the MOLSA of the Republic of Armenia (RoA); the Ministry of Foreign Affairs; the Ministry of Justice; Ministry of Health; the State Migration Service under the Ministry of Territorial Administration and Infrastructures of the RoA; the Ministry of Education, Science, Culture and Sports Issues of the RoA; the Prosecutor General's Office; the Police of the RoA; the Health and Labor Inspection Body (HLIB) of the RoA; the Public Defender's Office; and the Statistical Committee. The eight non-state actors were the Armenian branch of the United Methodist Committee on Relief, Democracy Today, Hope and Help, the Association of Audio-Visual Reporters, World Vision Armenia, FAR Children's Center, the International Organization for Migration Armenia, and UNICEF Armenia.

² <https://www.who.int/publications/i/item/everybody-s-business---strengthening-health-systems-to-improve-health-outcomes>

³ https://www.unaids.org/sites/default/files/sub_landing/files/1_MERG_Assessment_12_Components_ME_System.pdf

The head of the Division for Anti-Trafficking and Women's Issues wrote invitation letters to all the designated participants to attend the two-day workshop for the group assessment. The individual tool was sent to the select ministry staff to conduct a self-assessment and they sent back the scores for analysis.

Tool administration: The tools were translated into Armenian for easier administration. The data was collected manually using Microsoft Excel-based tools, and the results collated and visualized in dashboards. The group assessment tool was first sent to the respective actors to self-assess themselves and later the findings were administered in a two-day workshop.

Analysis: The tools were programmed to self-populate and produce dashboards which were used for action planning. Analysis of the responses took three months as there was a phase of validating what was self-reported versus context analysis by the in-country C-TIP consultants.

Table 1: Data Collection Framework

Method	Description	Objective	Mode of Administration
Desk analysis and literature review	A review of the policy documents provided the M&E framework in the MOLSA and in the GOAM. Documents reviewed included previous reports by D4I, the 2020–2022 C-TIP NAP, respective Division charters of the targeted departments, approved by Minister's Orders	To provide the overview and the structure of M&E systems in Armenia	Review
M&E capacity group assessment tool*	A participatory group assessment tool was applied to the Division of Anti-Trafficking and Women's Issues and the department of M&E in the MOLSA. Ten participants (one male, nine female) responded to the group assessment tool.	<p>To build group consensus around results for each M&E capacity domain, the D4I facilitators read each question and allowed participants to discuss it further. The final score for each question was obtained through group consensus and facilitated by the moderator of each session.</p> <p>Textual data that qualified a response was included in the comment box provided and this data was considered later by the C-TIP D4I experts conducting data analysis.</p> <p>The assessment questions used a 3-point,4-point and 5-point Likert scale.</p> <ul style="list-style-type: none"> • A 3-point scale (Yes approved, yes draft, Not at all); or (Yes mostly, Yes partly, Not at all); or (Yes completely, Yes partly, Not at all); or (Yes formal, Yes ad hoc, None); or (Yes, Yes a draft, Not at all); or (Yes reviewed and up to date, Yes under development/review, Not at all); to • A 4-point scale (Agree, Strongly Agree, Disagree, Strongly Disagree) and • A 5-point scale (Weekly, Monthly, Quarterly, Bi-annually, Annually), 	Facilitated

Method	Description	Objective	Mode of Administration
Individual M&E Assessment tool	<p>Ten participants from the two divisions, namely the Anti-Trafficking and Women's Issues and the Monitoring and Evaluation Divisions were nominated to participate in the assessment. Two out four participants were drawn from MOLSA Division of M&E and the rest were drawn from the Division of Anti-Trafficking and Women's Affairs. In total there were nine female and one male.</p> <p>NB: The Division of Anti-Trafficking has mainly female staff and the only male was from the MOLSA Division of M&E.</p>	<p>The individual assessment tool was made up of statements that a respondent was to self-score according to their level of expertise and knowledge.</p> <p>It was divided up into four components namely: C-TIP Planning, coordination, C-TIP NAP implementation, NAP monitoring, NAP mobilization and communication.</p> <p>Participants were required to score their expertise using a 5-point scale (Completely, mostly, partly, Not at all, and I do not know)</p>	Self-administered

* The domains included in the group tool are outlined in Table 2

C-TIP Monitoring and Evaluation Assessment Tools

The **M&E capacity group assessment tool** was adapted based on the WHO domains of system strengthening tool and the 12 components of the UNAIDS M&E systems strengthening tool, (WHO, 2007; UNAIDS, 2009a). It included five domains, each with 2–6 sub-domains, as shown in Table 2. Questions within domain sub-sections were scored using various Likert-type scales.

Analysis and Interpretation of Results

Items in the group assessment tool used one of three types of response scales:

- **A 3-point scale** (Yes approved, Yes draft, Not at all); or (Yes mostly, Yes partly, Not at all); or (Yes completely, Yes partly, Not at all); or (Yes formal, Yes ad hoc, None); or (Yes, Yes a draft, Not at all); or (Yes reviewed and up to date, Yes under development/review, Not at all);
- **A 4-point scale** (Agree, Strongly Agree, Disagree, Strongly Disagree);
- **A 5-point scale** (Weekly, Monthly, Quarterly, Biannually, Annually);

Responses were assigned a whole integer score from one to three, one to four, or one to five, respectively, with one being the lowest or least desirable response. The sum of scores across applicable items in each subdomain was calculated. This sum of scores was divided by the maximum possible sum and multiplied by 100 to generate a subdomain percentage score. The series of statements within the sub-domains were based on overall scores for each competency or sub-domain, and these statements were displayed in easy-to-interpret dashboards and bar charts.

Table 2: Domains and sub-domains in the M&E capacity group assessment tool

Domain	Description	Sub-domains
Leadership and Governance (LG)	Leadership and governance involve ensuring that strategic legal and policy frameworks such as the NAP exist and are operationalized through effective coordination and oversight, regulation, advocacy, strategic planning, and functioning structures (such as M&E units) at the national level to achieve effective results in counter-trafficking in persons and exploitation of persons.	(a) C-TIP National Strategy/plan: LG. 1–3 (b) NAP for C-TIP LG.4–9 (c) C-TIP M&E Plan LG.10–19 (d) Annual work plan (AWP) LG.20–26 (e) M&E Unit LG.27–32 (f) Leadership support LG.33–37
Finance (F)	Financing includes the planning and mobilization of funds necessary to cover the needs of the C-TIP M&E system, including the allocation and expenditure of money needed to cover C-TIP implementation in the country. This domain assesses the extent to which C-TIP monitoring activities are included in the financial resource commitments, allocations, and expenditures of the ministry.	(a) Costed M&E Work plan F.1–9 (b) Financing strategy F.10–11

Domain	Description	Sub-domains
Workforce (W)	An effective workforce is comprised of highly skilled professionals with the correct mix of education, training, and skills to design, implement, and monitor the C-TIP systems. Strengthening the C-TIP workforce requires national-level capacity building plans, skills, and behavior support systems to ensure enough staff with the proper skills are deployed rationally and regularly supported.	(a) Policies & planning W.1–2 (b) M&E Roles W.3–4 (c) M&E Unit staffing W.5–9 (d) Training W.10–15 (e) External support W.16–17
Information Management (IM) and Evaluation	Information management involves ensuring that the MOLSA has the C-TIP monitoring systems in place to track progress of programs. Information management may involve data standards, databases, routine monitoring, routine data quality checks, data analysis, and dissemination.	(a) C-TIP Data standards & Database IM.1–7 (b) Routine monitoring IM.8–11 (c) Routine data quality Audits IM.11–17 (d) Data analysis & dissemination IM.18 (e) Evaluation IM.19–23
Coordination and Networks (CN)	Coordination and networks consists of the various mechanisms used to meet and communicate with stakeholders to review progress on C-TIP monitoring systems, interpret available data through data review and data use forums, engage the MOLSA, other government agencies, and nongovernmental stakeholders (such as civil society, donors, partners, etc.) to utilize available data for better decision-making.	(a) GOAM Strategic coordination Body CN.1–3 (b) C-TIP WG: CN.4–7 (c) Communication CN.8–10 (d) Internal coordination CN.11–14 (e) External coordination CN.15–18

Individual assessment tool: The tool had four domains, namely C-TIP planning and coordination, NAP implementation, NAP monitoring, and NAP mobilization and communication. The self-assessment responses expected from the participants were they were knowledgeable on the identified topics as per the statements provided for each domain. The participants were to self-score themselves and this was a proxy of the capacity of MOLSA staff on C-TIP M&E system.

M&E Assessment Limitations

The main assessment limitations were: (a) The individual assessment tool did not cover all areas of C-TIP operations such as finance and was thus unable to analyze the causal effect of monitoring and evaluation capacities in the MOLSA. The assessment limited itself to D4I's scope of strengthening the M&E systems for C-TIP. (b) The M&E capacity assessment process leaned more towards self-assessment for both tools, so it was subject to biased responses due to personal judgment. The assessment only considered M&E-related capacities as they are the purview of D4I. (c) The group assessment is likely to be faced with acquiescence bias due to the tendency of participants to agree rather than disagree with statements that use the Likert scale. The responses provided by the participants were considered a true reflection of the divisions' capacities and may have substantial effect.

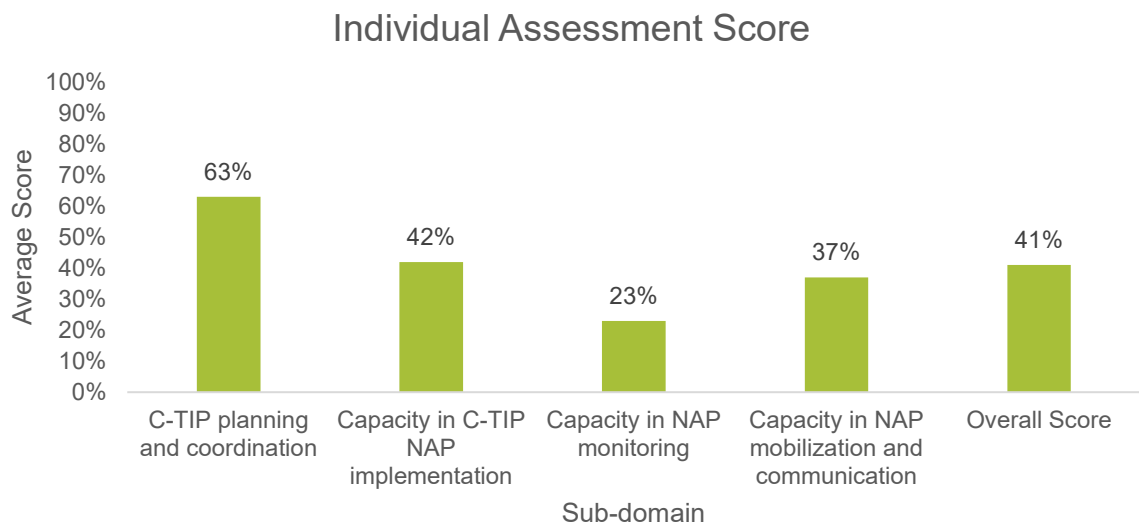
Results

This section covers results from the individual self-assessment tool and group assessment tool, organized by domain. The results from the assessment tools were determined by aggregating the realized scores (summing them up as per the Likert scale) in two levels, at sub domain and domain level. At sub-domain level, the total score realized was then divided by the possible maximum score to obtain a sub-domain score (performance). The domain level score was calculated by averaging the sub-domain scores. The maximum possible score was equated to 100 percent, and this was the denominator. The results were rated using a simple percentage point scale where zero was the least, implying no capacity, and 100 was the highest, implying a high level of capacity for each question.

The series of statements within the sub-domains were based on overall scores for each competency or sub-domain, and these statements were displayed in easy-to-interpret dashboards and bar charts. A scale for the percentage scores ranging 0–25 was depicted as very low capacity; 26–50 percent as low capacity; 51–75 percent was good level of capacity, and 76 percent and above were excellent capacity in M&E system performance in each domain.

Individual M&E Assessment

Figure 1: Overall individual assessment performance for MOLSA select staff



The capacity assessment areas were divided into four domains: C-TIP planning and coordination, C-TIP NAP implementation, NAP monitoring, and NAP mobilization and communication. The overall score for the individual assessment was 41 percent, implying that the capacities of staff as self-assessed were low and that capacity strengthening is needed. The sub-domain score in C-TIP planning and coordination was the highest at 63 percent, capacity in C-TIP NAP implementation was 42 percent, capacity in NAP mobilization and communication was 37 percent, and capacity in NAP monitoring was the lowest at 23 percent.

C-TIP Planning and Coordination

The goal in this domain is to determine whether there are human resources available to support coordination and planning of C-TIP activities and whether staff have access to planning information, trainings to support planning, and coordination for C-TIP activities.

Finding: The average score for C-TIP planning and coordination activities was 63 percent. This suggests that participants largely have adequate human resources and access to C-TIP information, but staff's access to information and planning data is limited. The ministry does not have an induction package for staff who undertake C-TIP activities for orientation and training.

Recommendation: Strengthen the coordination capacity among relevant divisions within the MOLSA to promote easy access to C-TIP data among the Division of Anti-Trafficking and Women's Issues, the Division of Monitoring and Evaluation, and the Statistical Committee (which undertakes data management, analysis, and dissemination for the republic of GOAM). Relevant activities may include data review forums and M&E to determine the impact of the C-TIP interventions.

Capacity in C-TIP NAP Implementation

Areas assessed included training of the WG members and frontline officers on C-TIP processes such as identification of victims, referral, and protection services offered to victims of human trafficking. Other training envisioned were on monitoring NAP implementation (for example, indicators and targets) and standard operating procedures (SOPs) for use in C-TIP programming.

Finding: The average score for C-TIP implementation is low at 42 percent. The findings from the assessment showed that the WG members and the frontline staff have not received an orientation on C-TIP NAP implementation or C-TIP case identification and there is no technical document (SOP) that outlines these processes.

Recommendation: Conduct WG and frontline staff orientation and provide mentorship support for tracking NAP progress using well-defined indicators and targets.

Capacity in NAP Monitoring

Areas assessed included staff capacities and knowledge on the NAP M&E plan; existence of a specialized unit for monitoring the C-TIP NAP, the MOLSA, and other agencies trained on C-TIP M&E training; guidelines for monitoring for the WGs; training for the WG to monitor the NAP; and capacity in the NAP for mobilization and communication.

Finding: Scores in the monitoring domain were low overall, at 23 percent. The respondents confirmed that there is no M&E plan for monitoring the C-TIP NAP, and the ministry divisions responsible for implementing C-TIP and M&E activities have not been trained on M&E. Further, the C-TIP WG has not been trained on M&E skills since they oversee the NAP implementation progress.

Recommendations: Develop operational guidance for C-TIP NAP implementation of M&E, and orient staff to routine M&E processes for C-TIP.

Capacity in NAP Mobilization and Communication

Assessment covered communication between the front-line officers and specialist anti-trafficking law enforcement units, practices that support exchange of information, training of WG members, availability of guidelines on communication, and WG and front-line workers' capacity for mobilization and communicating C-TIP matters to various audiences.

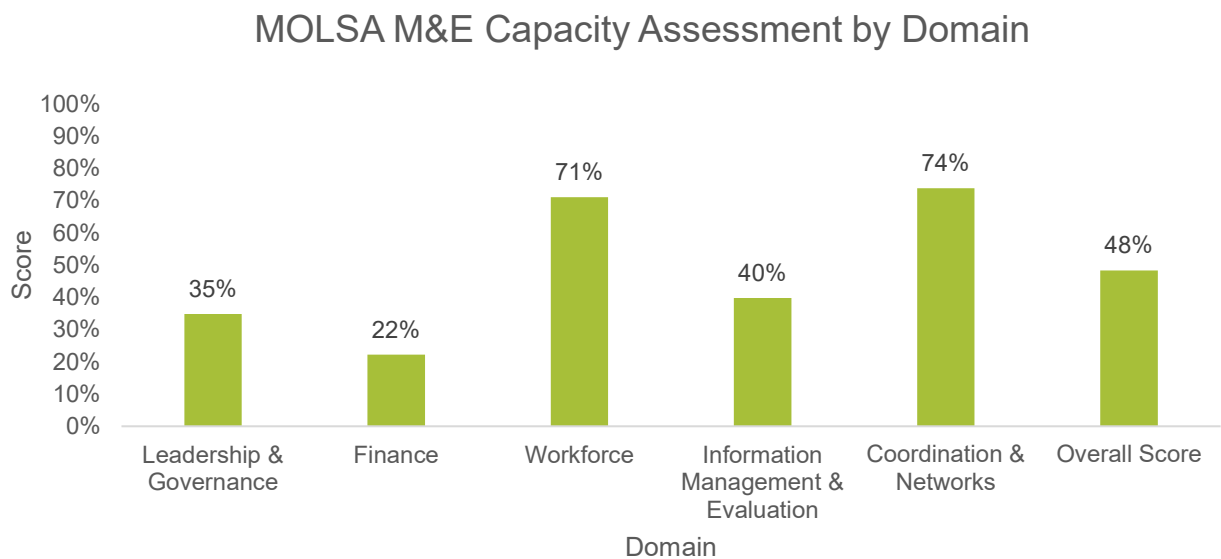
Finding: Scores on mobilization and communication were low at 37 percent. The assessment established that the MOLSA is communicating effectively with the specialist anti-trafficking law enforcement units. There is no orientation or training on mobilizing and coordination of the C-TIP activities among the various actors.

Recommendation: Schedule regular stakeholder forums to review C-TIP NAP implementation, under the auspices of the inter-agency C-TIP WG.

The Division of Anti-Trafficking and Women’s Issues should outline planned activities and resources in the 2023–2025 NAP, including outreach and other support for the key C-TIP actors.

MOLSA M&E Capacity Assessment

Figure 2: Overall M&E capacity assessment for MOLSA



The results from the assessment tools were determined by aggregating the realized scores (summing them up as per the Likert scale) in two levels, at sub domain and domain level. At sub-domain level, the total score realized was then divided by the possible maximum score to obtain a sub-domain score (performance). The domain-level score was calculated by averaging the sub-domain scores. The maximum possible score was equated to 100 percent, and this was the denominator. The results were rated using a simple percentage point scale where zero was the least, implying no capacity, and 100 was the highest, implying a high level of capacity for each question. The series of statements within the sub-domains were based on overall scores for each competency or sub-domain, and these statements were displayed in easy-to-interpret dashboards and bar charts. A scale for the percentage scores ranging 0–25 was depicted as very low capacity; 26–50 percent as low capacity; 51–75 percent was good level of capacity, and 76 percent and above were excellent capacity in M&E systems.

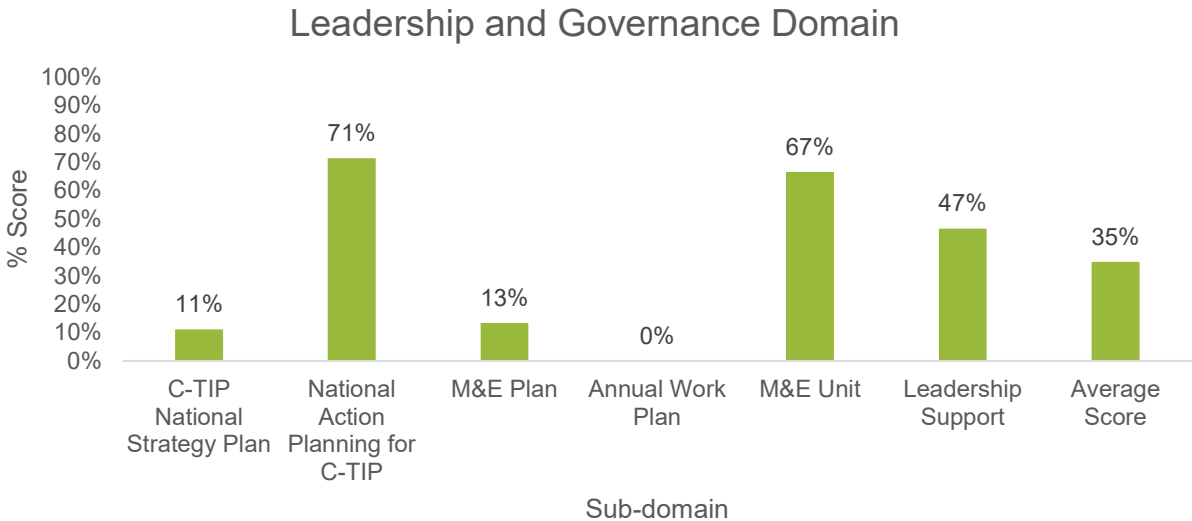
The M&E capacity group assessment explored five domains: leadership and governance, finance, workforce, information management and evaluation, coordination, and networks for C-TIP programing. The average score across domains was 48 percent, indicating low capacity. The scores for the coordination and networks domain and the workforce domain were the highest at 74 and 71 percent,

respectively. Two other domain scores were low, information management and evaluation at 40 percent and leadership and governance 35 percent, while the finance domain score was the lowest at 22 percent.

Performance by Domain

Leadership and Governance

Figure 3: Leadership and governance domain



The leadership and governance (LG) domain had six sub-domains: the C-TIP national strategic plan, the NAP, the M&E plan, the annual work plan, the M&E unit, and leadership support. The average score for the LG domain was 35 percent with two sub-domains scoring well (existence of a national Action plan for C-TIP at 71 percent, and the Ministry’s M&E unit at 67 percent).

Findings

- **Strategic plan:** The MOLSA Division of Anti-Trafficking and Women’s Issues does not have a national strategy or strategic plan in place. The current NAP describes the goal and the broad activities for the Anti-Trafficking and Women’s Issues only. Some divisions have strategy documents such as the division of child protection.
- **C-TIP NAP:** The Division of Anti-Trafficking and Women’s Issues develops the NAPs, and the current NAP (2020–2022) is the 6th since inception and was adopted in June 2022 by the government decree No. 909. The goal of the 2020–2022 NAP is to effectively organize the fight against trafficking in and exploitation of persons. It has six key areas (also known as chapters) namely (1) improving the legislation to fight against trafficking in and exploitation of persons; (2) prevention of trafficking in and exploitation of persons; (3) prevention of trafficking in and exploitation of children; (4) detection, protection, and support to persons subjected to trafficking and exploitation; (5) international cooperation; and (6) surveys, monitoring, and evaluation. In total there are 84 activities although each activity does not have annual measurable targets. The MOLSA Division of Anti-Trafficking and Women’s Issues has made tremendous progress in outlining their strategies in the three-year plan, which is regularly reviewed and revised. They also involve their stakeholders—both state and non-state—during development of the new NAP.

- **M&E plan:** The MOLSA Division of Anti-Trafficking and Women’s Issues does not have an M&E plan or framework that includes indicators to be tracked on a regular basis. The 2020–2022 NAP does not have an M&E framework and there are no division-specific indicators to align with the sector-level M&E plan. As part of the larger M&E plan implementation, the MOLSA has a monitoring unit that spearheads the reporting functions. The ministry and respective divisions do not have SOPs for data collection, reporting, data quality audits, or annual performance reviews.
- **Annual Program for C-TIP:** The C-TIP NAP is a multi-year plan, and the Division of Anti-Trafficking and Women’s Issues does not have a separate workplan issued on a yearly basis or other accommodations for annually updated planning.
- **M&E Department/Unit:** According to the MOLSA regulations and charter, the department of Summary Analysis, Monitoring and Evaluation holds primary responsibility for M&E functions. This includes (a) participation in the strategic planning of programs in the field of social protection; (b) ensuring monitoring and evaluation of the existing programs in the field of social protection; (c) participation of data entry, collection, and analysis in the sphere of social protection; (d) and oversight and ministry supervision for existing programs coordinated by responsible departments. Though there is no direct reference to C-TIP activities, the Division of Monitoring and Evaluation is the central body authorized to monitor the state-funded social programs such as Democracy Today—the NGO that provides services to human trafficking and exploited victims.

The detailed findings for each sub-domain are presented in Table 3.

Recommendations

- During the development of the 2023–2025 C-TIP NAP, include a section to outline the strategic objectives and provide targets for each activity.
- The next iteration of the C-TIP NAP should include costed activities for M&E system strengthening.
- Annually track the progress of C-TIP NAP implementation.
- Develop an operational working document (M&E framework) to support tracking the progress of C-TIP activities in the GOAM.
- Map C-TIP data sources and refine the routine data collection tools for both the state and non-state actors to be included in the NAP M&E results framework and M&E plan.

Table 3: Leadership and governance domain

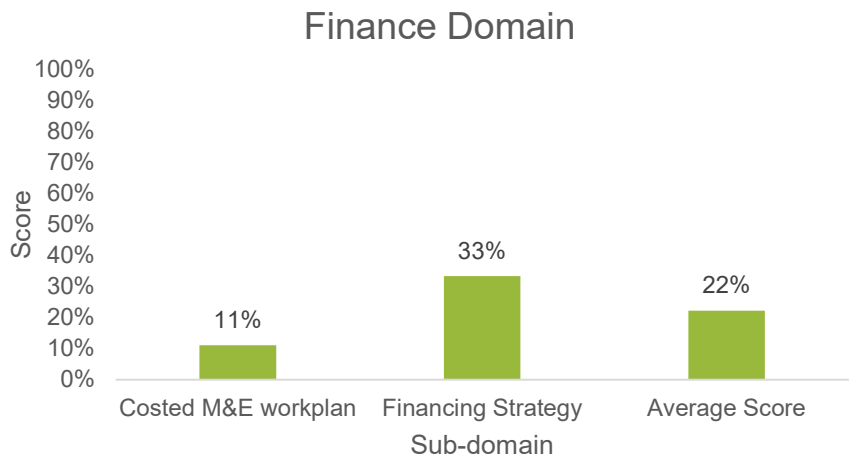
Sub-domain	Result
Sub-domain 1: C-TIP National Strategy Plan	
<p>LG.1: There is a finalized C-TIP and exploitation national strategy (or a strategic plan).</p> <p>LG.2: The C-TIP National Strategy/ (MOLSA Sector Strategic plan) is a multi-year plan and is up to date.</p> <p>LG.3: The finalized C-TIP National Strategy/MOLSA Strategic Plan is comprehensive and describes goals, strategic objectives, broad activities, and targets/results for all the departments and divisions in ministry.</p>	<p>LG.1: None</p> <p>LG.2: Not Applicable</p> <p>LG.3: Not Applicable</p>
Sub-domain 2: National Action Plan for C-TIP	
<p>LG.4: There is a finalized current C-TIP NAP.</p> <p>LG.5: The NAP is a multi-year plan and is up to date.</p> <p>LG.6: The current C-TIP NAP is comprehensive and describes goals, strategic objectives, broad activities, and targets/results for all the departments and divisions in ministry.</p> <p>LG.7: The C-TIP plan includes M&E system strengthening activities.</p> <p>LG.8: The current C-TIP NAP development and review process was inclusive e.g., stakeholders from relevant government entities, non-state actors participated in its formulation, including NGO/civil society actors.</p> <p>LG.9: The C-TIP NAP was developed and reviewed through the financial support from the Government of Armenia.</p>	<p>LG.4: Yes, available.</p> <p>LG.5: The MOLSA has a three-year plan for 2020–2022 and it is up to date.</p> <p>LG.6: The 2020–2022 NAP has a goal, six strategic objectives, 84 activities but the activities do not have annual measurable targets.</p> <p>LG.7: The current C-TIP 2020–2022 does not have M&E strengthening activities.</p> <p>LG.8: There was involvement of the civil society during the development and the review of the 2020–2022 NAP.</p> <p>LG.9: Yes, most activities of NAP are supported by the GOAM.</p>
Sub-domain 3: M&E Plan	
<p>LG.10: A C-TIP M&E framework or MOLSA sector M&E plan exists.</p> <p>LG.11: The C-TIP M&E framework (MOLSA M&E plan) has been developed and reviewed by appropriate stakeholders (e.g., GOA-MOLSA, other C-TIP agencies, Partners, Inter-agency WGs, etc.).</p> <p>LG.12: C-TIP M&E framework/MOLSA M&E plan is up to date.</p> <p>LG.13: C-TIP M&E framework is comprehensive and contains all the 4Ps (Prevention, Protection, Prosecution, Partnership) or the MOLSA M&E plan is comprehensive and contains all departments and division-level activities.</p>	<p>LG.10: None</p> <p>LG.11: Not applicable</p> <p>LG.12: Not available</p> <p>LG.13: Not available</p> <p>LG.14: No linkage as there is no M&E framework and no C-TIP strategy.</p> <p>LG.15: The C-TIP 2020–2022 does not have an accompanying M&E plan.</p>

Sub-domain	Result
<p>LG.14: The C-TIP M&E framework is linked to the C-TIP National Strategy or MOLSA M&E Plan/framework is linked to the MOLSA sector strategic plan.</p> <p>LG.15: C-TIP NAP has an M&E framework.</p> <p>LG.16: Division-specific M&E indicators, are aligned with the MOLSA sector or Department M&E Plan (e.g., Division of Anti-Trafficking and Women's Issues) have separate indicators and M&E frameworks).</p> <p>LG.17: MOLSA/Department of Securing Equal Opportunities/Division level (i.e., Division of Anti-Trafficking and Women's Issues') SOPs that define data management (data collection and reporting, Data quality Audits) exist.</p> <p>LG.18: MOLSA/Department/Division level SOPs for annual performance are available and known by staff and other C-TIP Actors.</p> <p>LG.19: The MOLSA/Department/Division-level operating procedures for annual performance reviews are appropriate.</p>	<p>LG.16: No linkage and nonexistent</p> <p>LG.17: SOPs for data management are not available or do not exist either at the Division of Monitoring and Evaluation or at the Division of Anti-Trafficking and Women's Issues.</p> <p>LG.18: No SOPs for annual performance</p> <p>LG.19: Not available</p>
Sub-domain 4: Annual Work Plan	
<p>LG.20: A C-TIP NAP annual work plan exists.</p> <p>LG.21: The C-TIP annual work plan is evidence-based.</p> <p>LG.22: The current C-TIP annual work plan includes M&E system strengthening activities.</p> <p>LG.23: Progress of the annual work plan is reviewed regularly (e.g., quarterly).</p> <p>LG.24: The annual work plan is developed with technical assistance from external stakeholders (not MOLSA).</p> <p>LG.25: The annual work plan is developed mainly through financial support from the GOAM.</p> <p>LG.26: Progress of the C-TIP annual work plan is reviewed with technical assistance from external stakeholders e.g., partners</p>	<p>LG.20: Not available</p> <p>LG.21: Not available/ (not applicable)</p> <p>LG.22: None</p> <p>LG.23: Not applicable</p> <p>LG.24: Not applicable</p> <p>LG.25: Not applicable</p> <p>LG.26: Not applicable</p>
Sub-domain 5: M&E Unit	
<p>LG.27: MOLSA has an M&E unit.</p> <p>LG.28: MOLSA M&E unit has an official mandate in place.</p> <p>LG.29: MOLSA unit performs functions in accordance with its mandate.</p> <p>LG.30: MOLSA M&E unit (if existing) supports all division/program areas.</p>	<p>LG.27: Yes, there is a separate department that supports all M&E activities of the ministry.</p> <p>LG.28: Yes, the charter stipulates the activities the department ought to undertake.</p> <p>LG.29: Yes</p> <p>LG.30: No, the M&E unit does not provide dedicated M&E functions to the other divisions.</p>

Sub-domain	Result
<p>LG.31: How often do the MOLSA M&E unit convene meeting to assess progress, plan, and coordinate M&E activities.</p> <p>LG.32: MOLSA M&E unit meetings are documented and circulated to unit members.</p>	<p>Also, they do not have relevant tools to undertake monitoring of C-TIP activities and capacity to support the anti-trafficking unit.</p> <p>LG.31: The M&E unit performs its activities separately and has no role in coordination.</p> <p>LG.32: There is no active communication between the Unit and respective divisions.</p>
Sub-domain 6: Leadership Support	
<p>LG.33: High-level ministry officials (e.g., deputy minister) strongly advocate for and support M&E within MOLSA.</p> <p>LG.34: The M&E activities are driven with technical assistance from external stakeholders.</p> <p>LG.35: The MOLSA M&E unit activities are mainly financed from the GOAM.</p> <p>LG.36: MOLSA leadership leads in use of C-TIP information for decision-making.</p> <p>LG.37: The MOLSA team (department and division handling anti-trafficking issues) has been trained on leadership, management, and M&E related courses.</p>	<p>LG.33: Yes, appreciation for the need for strong M&E from the leadership.</p> <p>LG.34: No, there has been no project or organization that provides technical assistance in M&E activities until Oct 2021 when D4I came on board.</p> <p>LG.35: Yes, all the M&E-related activities conducted by the MOLSA are funded solely by GOAM allocation.</p> <p>LG.36: Yes, the Deputy Minister Ms. Stepanyan advocates for data-driven programming.</p> <p>LG.37: The MOLSA C-TIP leadership team (Deputy Minister, Head of Division and Program staff) has never trained on the specific issues and topics.</p>

Finance

Figure 4: Finance domain



The average score for the financing domain was 22 percent with the sub-domain for a costed M&E work plan scoring 11 percent and the financing strategy scoring 33 percent.

Findings

- **Costed M&E workplan:** The Division of Anti-Trafficking and Women’s Issues does not have a separate budget for M&E activities. In the 2020–2022 NAP the chapter on M&E is costed. Some of the monitoring and reporting functions are embedded in job descriptions. Staff undertake M&E tasks including reporting on the victims at the identification commission.
- **Financing strategy:** The Division of Anti-Trafficking and Women’s Issues does not have a financing strategy, but the MOLSA has positioned itself to collaborate and receive diverse funding resources for these activities.

Detailed assessment results are presented in Table 4.

Recommendation

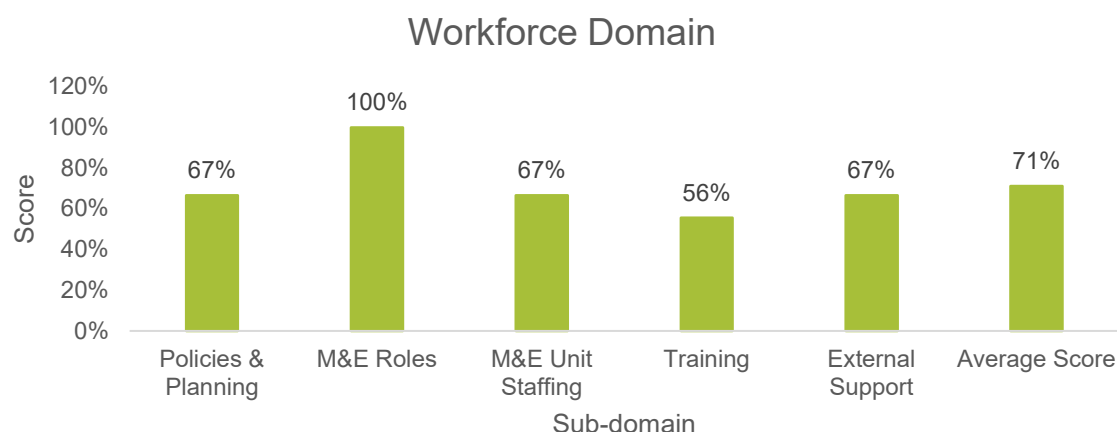
- In the next NAP that is under development, it will be prudent to cost all activities in the six chapters. While the state agencies cannot be confident that the state budget allocation will be available, the costs presented can still be used for advocacy.
- Include a section on how to mobilize resources to fund C-TIP activities in the next NAP and in the M&E framework.
- M&E activities and their expenditures should be tracked at the end of each financial year.

Table 4: Finance domain

Sub-domain	Result
Sub-domain 1: Costed M&E workplan	
<p>F.1: Activities in the C-TIP National Strategy have been costed.</p> <p>F.2: Activities in the C-TIP NAP have been costed.</p> <p>F.3: Activities in current C-TIP NAP M&E work plan or framework have been costed.</p> <p>F.4: Estimated costs of C-TIP M&E workplan (if costed) have been included in the MOLSA budget (Division of Anti-Trafficking and Women's Issues).</p> <p>F.5: The MOLSA M&E workplan includes costs for all C-TIP M&E strengthening needs. Some of the M&E strengthening activities include identification commission review meeting, interagency coordination meeting/WG etc.</p> <p>F.6: The costs for all C-TIP M&E strengthening activities are accurate and sufficient.</p> <p>F.7: Resources allocated to C-TIP M&E are the same or more than the costed c-TIP M&E work plan.</p> <p>F.8: C-TIP M&E funds expended are the same as those allocated.</p> <p>F.9: Financial resources for M&E are monitored by the finance team and reported to and discussed during Departmental meetings.</p>	<p>F.1: There is no C-TIP National Strategy as a separate document.</p> <p>F.2: Activities in the C-TIP NAP that are funded by the state allocation are costed. The other activities which stipulate other financial sources, are not costed.</p> <p>F.3: M&E activities are not costed. There is no separate budget line for this chapter.</p> <p>F.4: There is no specified cost. However, the functions of the division are costed within the budget line of the ministry.</p> <p>F.5: Though there is no separate finance for M&E plan, some of the activities conducted by the division include reporting, data collection, and supervision, so these costs are within the coverage of the MOLSA.</p> <p>F.6: There is no state-allocated budget for C-TIP M&E activities.</p> <p>F.7: Not applicable, as there is no state allocated budget.</p> <p>F.8: The expenditure is not a separate cost. The staff/personnel work in the respective divisions.</p> <p>F.9: Not applicable</p>
Sub-domain 2: Financing Strategy	
<p>F.10: The MOLSA has a financing strategy for C-TIP-related M&E activities with a diverse funding base that includes GOAM, donors and implementing partners.</p> <p>F.11: Total budget of current year's M&E work plan is funded by the government of Armenia (versus external partners).</p>	<p>F.10: The existing strategy is that M&E related activities are conducted by the divisions of the MOLSA and therefore do not require additional funding.</p> <p>F.11: All M&E activities carried out by state agencies are state funded.</p>

Workforce

Figure 5: Workforce domain



The average score for the workforce domain was 71 percent, with the sub-domain for policies and planning scoring 67 percent. M&E roles scored highest at 100 percent, M&E unit staffing at 67 percent, training at 56 percent, and external support to undertake routine M&E tasks was at 67 percent.

Findings

- **Policies and planning:** The MOLSA lack a training plan that addresses specific competencies related to M&E. All GOAM civil servants are required to undertake a mandatory attestation training every 3 years, but M&E content is not included.
- **M&E roles:** The MOLSA Division of M&E has a charter that specifies its mandate, and the respective staff have their job descriptions updated with the M&E roles. The Division of Anti-Trafficking and Women's Issues have also included one or more M&E roles in the staff JDs.
- **M&E unit staffing in the MOLSA:** The MOLSA M&E department has an organizational diagram that clearly defines position types and responsibilities. The summary analysis, monitoring and evaluation department has two divisions, namely the Division for Monitoring and Evaluation and the Department of Summary Analysis.
- **Training:** The Institute of Work and Social Research oversees the trainings and capacity development activities. M&E Capacity building activities or training on M&E as a module is not offered by the Institute for state civil servants. The MOLSA C-TIP staff does not participate in continuous learning for M&E. The main training conducted for the MOLSA staff is the 3-year attestation and accreditation for civil servants.
- **External Support:** The MOLSA Division of Anti-Trafficking and Women's Issues currently relies on external M&E technical support from D4I. There is no external technical assistance to help manage IT needs for a C-TIP database for the Division of Anti-Trafficking and Women's Issues.

Detailed findings in the workforce domain are outlined in Table 5.

Recommendations

- The Division of Anti-Trafficking and Women's Issues should plan for M&E-related capacity building sessions including orientations, trainings, and mentorship that can be conducted on a regular basis to

increase their capacities in C-TIP monitoring. The division should also incorporate the Department of Summary Analysis and M&E in these events.

- Request a secondment of some M&E officers to the Division of Anti-Trafficking and Women's Issues to support the C-TIP M&E functions.
- Increase the capacity of staff/specialists who oversee the C-TIP and M&E activities in the ministry in data collection, reporting, and review of NAP implementation. It will be important to include key C-TIP actors (staff from other state agencies besides the MOLSA and NGOs) in orientation on data management practices thus strengthening the inter-agency capacity for data collection and reporting.

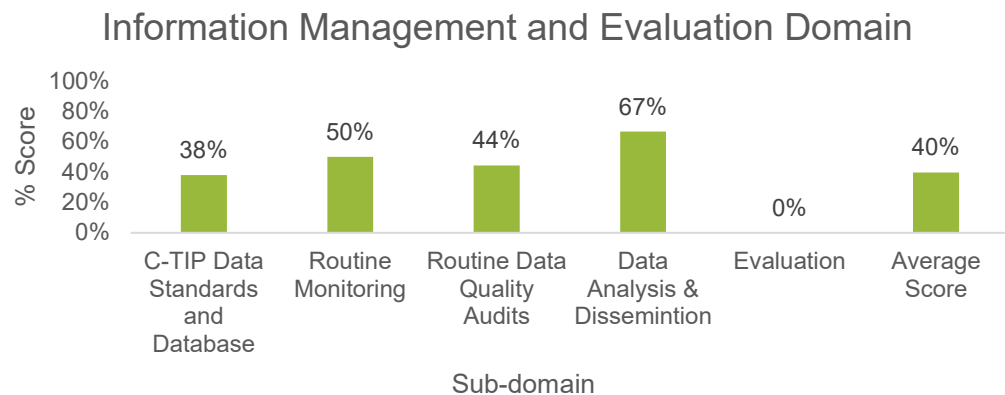
Table 5: Workforce domain

Sub-domain	Result
Sub-domain 1: Policies & Planning	
W.1: The MOLSA has a staffing plan that includes staffing for the M&E unit/division/department.	W.1: The MOLSA has a staffing plan that includes staffing for the M&E unit/division/department. Every position has its requirements and job description.
W.2: There is a MOLSA training plan that addresses the skills and competencies required to fulfill M&E responsibilities.	W.2: There is no training plan that addresses the skills and competencies required to fulfill M&E responsibilities.
Sub-domain 2: M&E Roles	
W.3: MOLSA M&E staff have clearly defined and documented responsibilities which are available, adhered to, updated, and known by staff (job description).	W.3: MOLSA M&E staff have clearly defined and documented responsibilities that are available, followed, and known by staff (job description). Each department/division has a regulation charter approved by the minister's order.
W.4: MOLSA Division of Anti-Trafficking and Women's Issues (C-TIP) staff have one or more M&E duties in their documented responsibilities (job description).	W.4: MOLSA Division of Anti-Trafficking and Women's Issues (C-TIP) staff have one or more M&E duties in their documented responsibilities (job description). There is clear indication on M&E role and duties.
Sub-domain 3: M&E Unit Staffing	
W.5: The MOLSA M&E unit has an organizational diagram that clearly defines position types and responsibilities.	W.5: Yes
W.6: The MOLSA M&E unit has a staffing plan that clearly defines position types and responsibilities.	W.6: Yes, like all other positions at the ministry there is a clear description of functions for the staff.
W.7: The MOLSA M&E unit currently has adequate staff to fulfill its mandate (e.g., social scientist/social workers, IT specialists, database managers, statisticians).	W.7: The MOLSA M&E unit currently does not have specialized staff to fulfill specific tasks of its mandate (e.g., social scientist/social workers, IT specialists, database managers, statisticians).
W.8: Staff at the M&E unit have formal qualifications that are specific to M&E (M&E course).	W.8: No, Staff at the M&E unit do not have formal qualifications that are specific to M&E (M&E course).
W.9: M&E personnel have opportunities for lateral and vertical career moves within the programs/Departments.	W.9: Yes, it is regulation with general provisions of the public service legislation.

Sub-domain 4: Training	
<p>W.10: There is a unit at the MOLSA that steers trainings.</p> <p>W.11: The training unit ensures that there is no duplication of capacity building activities.</p> <p>W.12: There is a MOLSA database or register of all staff who have received M&E training to avoid duplication and assure complementarity.</p> <p>W.13: M&E Capacity building activities have occurred over the past 12 months.</p> <p>W.14: The MOLSA C-TIP staff participate in continuous learning (e.g., routine supervision, on the job training, and/or mentorship) on a routine basis (e.g., weekly, or monthly).</p> <p>W.15: Division of Anti-Trafficking and Women's Issues/C-TIP staff have received training on the data management processes and tools.</p>	<p>W.10: There is an institution under the auspice of the MOLSA that steers trainings.</p> <p>W.11: yes</p> <p>W.12: Yes, formal trainings are registered and are part of attestation/accreditation of the employees.</p> <p>W.13: None.</p> <p>W.14: No. At times C-TIP implementing partners conduct trainings as per their project scope and are not routinely earmarked to do so.</p> <p>W.15: None</p>
Sub-domain 5: External Support	
<p>W.16: The MOLSA C-TIP division relies on external M&E technical support on an ongoing basis to accomplish routine M&E tasks.</p> <p>W.17: There is IT and database support for the Division of Anti-Trafficking and Women's Issues staff at national levels (e.g., helpdesk).</p>	<p>W.16: No, mostly ongoing and routine data collection is done by the personnel without external support.</p> <p>W.17: None. There is no database or specific data management support from other agencies.</p>

Information Management and Evaluation

Figure 6: Information management and evaluation domain



The average score for the information management and evaluation domain was 40 percent, C-TIP data standards and database was 38 percent, routine monitoring was 50 percent, routine data audits was 44 percent, and data analysis and dissemination was 67 percent.

Findings

- **C-TIP data standards and database:** In Armenia, there are no C-TIP databases nor data standards that define roles and responsibilities for collecting, managing, and disseminating data nor maintaining confidentiality. The division’s data flow is not clear but reporting among authorized agencies is clearly stipulated as per the charter.
- **Routine monitoring** is hampered by lack of standard indicators and lack of standardized data collection forms and reporting tools for use by both state and non-state actors. Data quality initiatives for routine C-TIP monitoring are minimal or do not exist in the Division of Anti-Trafficking and Women’s Issues. These include absence of a data quality assurance protocol. Regular and independent data quality reviews do not happen. The Statistical Committee has established standards for data analysis and dissemination which are used by all agencies/ministries in Armenia. MOLSA does not conduct evaluation of C-TIP activities and as such there are no guidelines for conducting evaluations. The Division of Anti-Trafficking has not planned for baseline and endline assessment of its 2020–2022 NAP. The main source of data is the quarterly narrative reports shared by the NGOs providing services to victims of trafficking as well as NAP annual reports from the key state agencies. However, there are no defined indicators for reporting on C-TIP progress.
- **Routine data quality audits:** There is no mechanism for reviewing the quality of data shared by the NGOs and the state agencies. Routine data quality assurance processes do not yet exist. The annual review of the NAP is the primary forum for program quality assessment and planning.
- **Data analysis & dissemination:** There are general standards used by the Statistical Committee for all data. The Division uses these standards to analyze and present the key indicators for the NAP.
- The Division of Anti-Trafficking and Women’s Issues does not have standards for conducting C-TIP evaluations; they have not conducted any evaluations or drafted a program evaluation agenda.

The detailed findings for information management and evaluation are outlined in Table 6.

Recommendations:

- Refine and put in place standard C-TIP data collection tools for use by the NGOs and a reporting format for state agencies that share data to the Division of Anti-Trafficking and Women's Issues. The package of data collection tools may include tools for screening victims, needs assessment, referral files, and reporting forms.
- Outline guidelines for collecting, managing, and analyzing C-TIP data.
- Routine monitoring/standard indicators for program monitoring should be used by all actors to assess and report on performance.
- A simple mechanism for checking data quality ought to be instituted to enable the division to ensure data quality and encourage data use.
- The MOLSA together with the Statistical Committee should put in place studies to evaluate C-TIP programming and seek support from other C-TIP actors who would like to evaluate program progress and results.

Table 6: Information management and evaluation domain

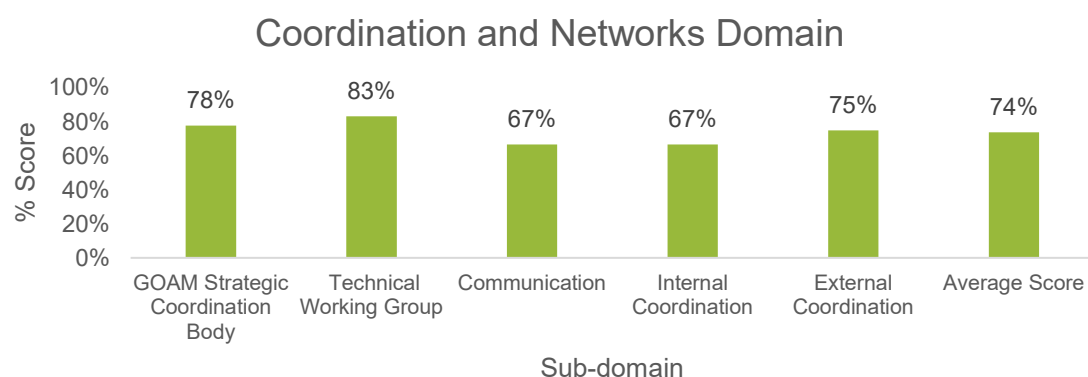
Sub-domain	Status
Sub-domain 1: C-TIP Data Standards and Database	
IM.1: MOLSA/Division has SOP/terms of reference/division charter that define roles and responsibilities for collecting and managing C-TIP data.	IM.1: The regulation does not specify any action or operating procedure for collecting and managing C-TIP data, so there is a need for a minister's decree on standard operating procedures for C-TIP data management.
IM.2: MOLSA C-TIP Division SOPs/division charter that define roles and responsibilities for disseminating C-TIP data.	IM.2: None
IM.3: MOLSA/Division has SOPs/division Charter that define roles and responsibilities for maintaining confidentiality.	IM.3: There are no clear guidelines on SOPs for maintaining confidentiality, except the annual reporting as authorized agency for C-TIP.
IM.4: MOLSA/Division of Anti-Trafficking and Women's Issues has structures, mechanisms, procedures, and a time frame in place to ensure that data can be electronically transmitted, entered, merged, transferred, and stored between functional interoperable databases at the national level.	IM.4: There is no interoperable database at the national level. Data is sent manually with sealed packages in hard copy. Then MOLSA creates a Mic file and summarizes some data, so the data is stored internally.
IM.5: MOLSA/Division of Anti-Trafficking and Women's Issues has a framework for measuring C-TIP implementation (core indicators, priority questions, data sources, etc.).	IM.5: There are no indicators and priority questions, that MOLSA uses for measuring C-TIP implementation. The only measurable sources are the 2020–2022 NAP and indicators mentioned in the plan.
IM.6: There is adequate ICT infrastructure (including internet access and reliability) for maintaining the regional databases and linking to DHIS2 and/or sub-national data warehouses.	IM.6: Data is stored internally in a Microsoft Excel worksheet and is regularly updated.
IM.7: There is an updated C-TIP Database/MIS for the government of Armenia.	IM.7: There is no C-TIP database.

Sub-domain	Status
Sub-domain 2: Routine Monitoring	
<p>IM.8: Guidelines/internal orders exist and conform to best practices on recording, collecting, collating, and reporting C-TIP program monitoring data from various agencies (e.g., methodical guidelines).</p> <p>IM.9: Division of Anti-Trafficking and Women's Issues staff are aware of guidelines/internal orders specifying when information or reports need to be both received and distributed by MOLSA.</p> <p>IM.10: Standard definitions of routine monitoring (program output) indicators are systematically used by all C-TIP actors both state and non-state.</p> <p>IM.11: All agencies conducting C-TIP activities report internally and to the other structures use standardized data collection forms and reporting tools.</p>	<p>IM.8: There are no guidelines for C-TIP data management across agencies.</p> <p>IM.9: The main reporting is defined by the law, and the NAP is the annual reporting on victims.</p> <p>IM.10: No, there are no C-TIP indicators.</p> <p>IM.11: Each agency has its own reporting system and timeline not connected to each other.</p>
Sub-domain 3: Routine Data Quality Audits	
<p>IM.12: In the last 12 months, there have been initiatives to improve C-TIP monitoring (review of the NAP etc.).</p> <p>IM.13: A protocol for auditing routine C-TIP data from all actors- state, non-state agencies at national, regional, and community-based programs exist.</p> <p>IM.14: Regular and independent routine data quality audits are institutionalized and conducted according to procedures including feedback provided to those entities whose data were audited.</p> <p>IM.15: The findings from the C-TIP data quality audit are shared with relevant stakeholders (e.g., Law enforcement agencies, investigative committee, ombudsperson office).</p> <p>IM.16: Findings from the data quality audit are used to develop performance/quality improvement plans.</p> <p>IM.17: In the last 12 months, there have been initiatives to improve data quality.</p>	<p>IM.12: Yes, the C-TIP project is advocating for improvement in C-TIP monitoring of the NAP.</p> <p>IM.13: None</p> <p>IM.14: There is no independent body. In some countries there is a C-TIP watchdog mechanism, that performs this function but there is not one in Armenia.</p> <p>IM.15: As there is no data quality mechanism and data comparing system, even misinformation or data driven incompatibilities are not considered for improvement.</p> <p>IM.16: There is no mechanism to develop data quality approach.</p> <p>IM.17: None</p>
Sub-domain 4: Data Analysis & Dissemination	
<p>IM.18: National standards are followed for analysis and presentation of key indicators to ensure comparability of results between populations and over time.</p>	<p>IM.18: These are general standards used by the Statistical Committee for all type of data</p>
Sub-domain 5: Evaluation	
<p>IM.19: MOLSA has guidance on evaluation standards that follows international and local procedures and standards.</p>	<p>IM.19: None</p>

Sub-domain	Status
IM.20: There is evidence of use of evaluation findings, participation in a conference or forum to disseminate and discuss findings.	IM.20: None
IM.21: MOLSA has inventory of completed and ongoing project-specific evaluations.	IM.21: None
IM.22: MOLSA has a comprehensive program evaluations agenda/plan in place and in use.	IM.22: None
IM.23: MOLSA-CTIP division carries out baseline, midterm, and end term evaluations as per plans.	IM.23: None

Coordination and Networks Domain

Figure 7: Coordination and networks domain



The coordination and networks domain has five sub-domains and overall, scores were quite high at 74 percent. The respective sub-domains scored very well: the sub-domain on GOAM strategic coordination body scored at 78 percent, the M&E technical WG scored at 83 percent, communication at 67 percent, and external coordination at 75 percent.

Findings

- **GOAM strategic coordination body (the inter-ministerial):** The Council of the Republic of Armenia on Fighting against Trafficking in Human Beings and Exploitation (hereinafter referred to as "the Council") is a body comprised of the senior officials of the stakeholder state bodies in the fight against trafficking in human beings and exploitation. The council is chaired by the Deputy Prime Minister. MOLSA is committed to its role as the key coordinating authority in C-TIP.
- **C-TIP technical WG:** The C-TIP WG has terms of reference in place and includes 15 state and non-state agencies and organizations.
- **Communication:** The Division of Anti-Trafficking and Women's Issues does not produce information products to disseminate to stakeholders regarding the C-TIP NAP implementation progress.

- **Internal and external coordination:** The existing coordination platforms are quite effective, but they need enhanced technical and financial support.

The detailed findings for the coordination and networks domain are outlined in Table 7.

Recommendations

- Enhance C-TIP activity implementation and monitoring coordination by holding regular WG forums.
- Support the MOLSA/WG to produce products that provide periodic information on the C-TIP situation in Armenia: bi-annual C-TIP situation reports using data from the prosecutors' office, MOLSA, and Police, and an annual NAP implementation brief.
- Conduct division-level meetings to share information on C-TIP activities' implementation.
- Conduct agency-level meetings to review information on C-TIP implementation e.g., with the MOLSA Division of C-TIP with national police, MOLSA C-TIP Division Investigative committee etc.

Table 7: Coordination and networks domain

Sub-domain	Result/Status
Sub-domain 1: GOAM Strategic Coordination Body	
<p>CN.1: There is a structure for stakeholder coordination in the in the GOAM.</p> <p>CN.2: The inter-ministerial strategic stakeholders coordinating body requires technical assistance from external stakeholders.</p> <p>CN.3: The GOAM strategic stakeholder coordinating body (inter-ministerial) is facilitated mainly through financial support from the county government.</p>	<p>CN.1: Yes.</p> <p>CN.2: There is a need to strengthen and improve the coordination.</p> <p>CN.3: There are no costs and finances for regular meetings.</p>
Sub-domain 2: Technical Working Group	
<p>CN.4: There is an interagency working group (also referred to as a WG) that meets regularly to discuss the GOAM C-TIP issues.</p> <p>CN.5: There are terms of reference for the WG clarifying its role in approving documents, providing technical leadership, and coordinating the M&E system.</p> <p>CN.6: The MOLSA department/division participates actively in the C-TIP WG.</p> <p>CN.7: The C-TIP WG is composed of relevant stakeholders.</p>	<p>CN.4: Yes, it does not meet regularly from 2020 to February 2022.</p> <p>CN.5: Terms of reference for Identification Committee is in place approved by the Government's Decree.</p> <p>CN.6: Yes, MOLSA is the one that coordinates the C-TIP WG.</p> <p>CN.7: Yes, maybe we should list the Identification Committee.</p>
Sub-domain 3: Communication	
<p>CN.8: There are well-developed information products that communicate about C-TIP M&E system strengthening activities and decisions to relevant stakeholders.</p> <p>CN.9: The information products are developed with external technical support.</p>	<p>CN.8: Yes; actually, they consider that reports semi-annual and annual reports and enough for decision making.</p> <p>CN.9: Not really.</p>

Sub-domain	Result/Status
CN.10: The information products are implemented with financial support by GOAM/MOLSA	CN.10: Yes, mainly it is a routine work of the divisions without any dedicated finance.
Sub-domain 4: Internal Coordination	
<p>CN.11: Internal Coordination MOLSA/Division promotes shared learning about C-TIP strengthening through forums.</p> <p>CN.12: C-TIP monitoring is discussed as a standing agenda item in other MOLSA program areas.</p> <p>CN.13: There are integrated MOLSA reviews (with multiple programs).</p> <p>CN.14: The performance of the C-TIP monitoring system is communicated to relevant staff and other stakeholders e.g., law enforcement, NGOS etc.</p>	<p>CN.11: There are discussions, meetings, and the division is open for sharing the knowledge among other units.</p> <p>CN.12: Yes</p> <p>CN.13: Yes; the investigative committee invites MOLSA-CTIP division for their review meetings when discussing Trafficking or Police or vice versa. It is more of a joint review but not actually MOLSA review.</p> <p>CN.14: Yes; the quarter reports from NGOs, reports from law enforcement are collected and coordinated by MOLSA.</p>
Sub-domain 4: External Coordination	
<p>CN.15: An inventory of C-TIP stakeholders is available, complete, and regularly updated.</p> <p>CN.16: There are MOLSA guidelines/memorandum of understanding (MOU) for engaging and coordinating with partners at the national and regional level on C-TIP implementation and monitoring.</p> <p>CN.17: MOLSA is collaborating with other relevant actors both state and non-state (e.g., law enforcement agencies, ministries, NGOs, FBOs, CBOS) to develop harmonized C-TIP approaches at all levels.</p> <p>CN.18: C-TIP partners both local and international actively and meaningfully participate in performance reviews at all levels.</p>	<p>CN.15: Yes, in our landscape report.</p> <p>CN.16: The Division responded to availability of the C-TIP stakeholders, but the inventory is not easily available.</p> <p>CN.17: The collaboration is ongoing as can be seen through the drafting of the NAP and its regular review of its progress.</p> <p>CN.18: Yes, during the WG meetings.</p>

Conclusion

The Ministry of Labor and Social Affairs in the GOAM is making progress towards the implementation and monitoring of activities to prevent and respond to trafficking and exploitation of persons.

The capacity assessment findings call for support to create and sustain strong leadership and governance mechanisms that ensure that the strategic frameworks such as the C-TIP NAP are available and operationalized through functional coordination structures, annual workplans, and robust M&E systems at the national level.

Staff members require capacity strengthening for routine M&E of C-TIP activities, and this will require a comprehensive capacity strengthening plan for staff at MOLSA and other stakeholders. Systems to ensure that staff with the requisite skills are deployed to the respective divisions and regularly supported by the MOLSA leadership are also needed.

To accelerate M&E for C-TIP in MOLSA, planning and costing M&E strengthening activities⁴ in the AWP is to be prioritized. This may include but is not limited to training, orientation, and mentorship of M&E fundamentals. The division should also incorporate the Statistical Committee, Department of Summary Analysis, M&E and the C-TIP WG members in orientation and trainings on C-TIP M&E.

C-TIP efforts are optimized when resources are well mobilized, appropriately allocated, and expenditures tracked in tandem with anti-trafficking outcomes. The MOLSA Division of Anti-Trafficking and Women's Issues should continue positioning itself to collaborate and mobilize diverse funding resources for its activities.

C-TIP information management and evaluation is an area that requires great investment both in the tools and processes together with guidelines (SOPs) to facilitate routine monitoring, analysis, and use. MOLSA's Division of Anti-Trafficking and Women's Issues should review data collection tools intended for use by both state and non-state agencies, and the division should establish indicators for program monitoring with clear targets and mechanisms for checking data quality. To further learning, regular studies and evaluations of C-TIP programming with support from the Statistical Committee should be conducted.

The coordination of C-TIP program implementation is ongoing and the two governance structures i.e., the inter-ministerial council on C-TIP and the inter-agency WG on C-TIP are functional. Communication among C-TIP actors ought to be strengthened with production of regular information products for advocacy during outreach activities.

⁴ C-TIP M&E Strengthening activities are outlined in the MOLSA M&E Capacity Strengthening Plan

References

- WHO. (2007). *Everybody's business - strengthening health systems to improve health outcomes: WHO's framework for action*. Geneva: WHO.
- UNAIDS. (2009a). *12 Components Monitoring & Evaluation system Assessment*. Geneva.
- USAID D4I. (2021). *Counter Trafficking in Person Landscape Assessment Report*.
- World Bank. (2021). *Poverty and Equity Brief*. Retrieved from https://databank.worldbank.org/data/download/poverty/987B9C90-CB9F-4D93-AE8C-750588BFooQA/AM2021/Global_POVEQ_ARM.pdf



Appendix 1: Individual Assessment Scores by Measure and Sub-domain

Individual assessment scores													
		Responses										Score	
	Assessment areas	Resp. 1	Resp. 2	Resp. 3	Resp. 4	Resp. 5	Resp. 6	Resp. 7	Resp. 8	Resp. 9	Resp. 10	Average	Percent
1	C-TIP planning and coordination												
1.1	Does the Ministry have enough human resources, staff for C-TIP planning and coordination?	3	2	2	2	3	2	0	2	3	2	2.1	
1.2	Does the Ministry have enough access to information and data for planning C-TIP activities?	4	4	4	3	3	4	2	0	3	0	2.7	
1.3	Has the Ministry passed a training on planning and coordination in C-TIP area?	3	2	3	3	3	4	0	0	2	0	2	
1.4	Is there a need to empower the Ministry and to have a training on planning and coordination?	3	3	4	2	4	4	2	2	4	4	3.2	
	<i>Total average score</i>											2.50	62.5
2	Capacity in C-TIP NAP implementation												
2.1	Have the WG members passed training course/program on C-TIP before or after becoming a member for the last 2 years?	2	2	0	2	3	1	0	0	0	0	1	
2.2	Does the training offered also includes NAP implementation?	2	2	1	3	3	1	0	0	0	0	1.2	
2.3	Have the relevant non-governmental stakeholders passed a course or training on C-TIP aware of the identification measures and process for the last 2 years	2	3	0	2	4	0	0	0	0	0	1.1	
2.4	Is information guideline there in place for supporting NAP implementation for all agencies	3	3	2	3	3	1	0	0	0	0	1.5	
2.5	Do WG members need more capacity for C-TIP NAP implementation	3	3	1	2	4	1	3	0	3	4	2.4	
2.6	Do front-line officers, receive ongoing training on identification procedures of TIP cases?	2	3	4	2	4	4	0	0	4	0	2.3	
2.7	Do frontline officers need more capacity for identification TIP cases?	3	2	3	3	4	3	3	2	3	4	3	
2.8	Skills/capacity building should be implemented for front-line structures at the national and local levels.	2	3	2	2	3	2	4	3	3	3	2.7	
	<i>Total average score</i>											1.69	42.2

3	Capacity in NAP Monitoring												
3.1	Is there a M&E plan for Monitoring and evaluation of NAP?	1	1	1	1	1	1	0	0	0	0	0.6	
3.2	Is there is a specialized unit in charge for monitoring of NAP	3	2	0	3	4	0	4	3	0	0	1.9	
3.3	Have MoLSA and other agencies got training on M&E in C-TIP?	2	2	0	2	2	0	1	0	0	0	0.9	
3.4	Is there a guideline on monitoring available for WG members?	1	1	0	1	1	0	0	0	0	0	0.4	
3.5	Do WG member need more capacity to monitor the NAP?	3	3	1	3	3	1	2	0	3	0	1.9	
	<i>Total average score</i>											1.14	22.8
4	Capacity in NAP mobilization and communication												
4.1	Are there clear guidelines on communication between the front-line officers and specialist anti-trafficking law enforcement units?	2	2	0	2	3	0	0	0	3	0	1.2	
4.2	Are there communication and coordination practices or trainings supporting the exchange of information?	3	3	0	3	4	1	0	0	3	0	1.7	
4.3	Have WG members passed a training on communication and coordination of NAP activities in C_TIP?	2	2	2	2	3	2	0	0	0	0	1.3	
4.4	Are there clear guidelines on communication between the front-line officers and law enforcement units?	2	2	3	3	3	3	0	2	3	0	2.1	
4.5	Do WG group members need more capacity for communication and coordination of C-TIP NAP activities?	3	3	4	3	4	4	2	0	2	4	2.9	
	<i>Total average score</i>											1.84	36.8

Key	Value
Don't know	0
Strongly disagree	1
Disagree	2
Agree	3
Strongly Agree	4

Appendix 2: Group M&E Capacity Assessment Tool

 					
C-TIP M&E System Assessment Tool					
Date of Assessment: (MM/DD/YYYY)			31-Mar-22		
Goal					
Objectives of the Assessment					
1. Leadership & Governance					
Leadership and governance involves ensuring that strategic legal and policy frameworks such as the national Plan of Action, and the MOLSA Strategic Plan exist and are operationalized through effective coordination and oversight, regulation, advocacy, strategic planning and functioning structures (such as M&E units) at the national level to achieve effective results in counter trafficking in person and exploitation of persons					Documents to review: MOLSA sector strategic plan C-TIP NAP MOLSA M&E plan MOLSA sector annual work plan
No.	Sub-Domains	Statements	Answer	Score	Comment/Notes
LG.1	C-TIP National Strategy Plan	There is a finalized Counter Trafficking in Person and exploitation national Strategy (or a strategic plan)	Not at all	0	
LG.2		The C-TIP National Strategy/(MOLSA Sector Strategic plan) is a multi-year plan and is up to date	No National Strategy	0	
LG.3		The Finalized C-TIP national Strategy/MOLSA Strategic Plan is comprehensive and describes goals, strategic objectives, broad activities, and targets/results for all the departments and divisions in ministry	Disagree	1	
LG.4	National Action Planning for C-TIP	There is a finalized current counter Trafficking in Person (C-TIP) National Action Plan (NAP)	Yes Approved	3	The sixth National Action Plan (NAP) for 2020- 2022 on the fight against Trafficking in Human Beings and Exploitation has been drafted and adopted as of 4 June 2020 by Government decree No 909.
LG.5		The NAP is a multi-year plan and is up to date	Strongly Agree	3	
LG.6		The current C-TIP NAP is comprehensive and describes goals, strategic objectives, broad activities, and targets/results for all the departments and divisions in ministry	Strongly Agree	3	The actions set out in the NAP are intended to make the fight against TIP more comprehensive and to consolidate the effort of the parties involved, to strengthen the capacity and qualification of specialists, to more effectively prevent incidents, identify victims, improve support and clarify protection mechanisms, taking into account the best interests of the child.
LG.7		The C-TIP plan includes M&E system strengthening activities			The actions of the NAP are aimed at the effective organization of the fight against human trafficking and exploitation, and are included in 6 main sections, the 6th related to Conducting of research, monitoring and evaluation.
LG.8		The current C-TIP NAP development and review process was inclusive e.g., stakeholders from relevant government entities, non- state actors participated in its formulation, including NGO/civil society actors.	Strongly Agree	3	Civil society is involved in development, review and assessment of the NAP
LG.9		The C-TIP NAP was developed and reviewed through the financial support from the Government of Armenia	Yes Mostly	3	Mostly all activities were costed, the relevant actors from the Ministries were in charge for NAP development

LG.10	M&E Plan	A C-TIP M&E Framework or MOLSA sector M&E plan exists	Not at all	0	There is no M&E Plan within MOLSA including C-TIP. The C-TIP activities are reported by each agency through the forms and reporting mechanisms which do not always clear indicators and interrelated data
LG.11		The C-TIP M&E framework/(MOLSA M&E plan) has been developed and reviewed by appropriate stakeholders (e.g. GOA- MOLSA, other C-TIP agencies, Partners, Inter-agency WGs, etc.)	Disagree	1	Because of the lack of clear M&E indicators, and framework, it has not been reviewed
LG.12		C-TIP M&E Framework/MOLSA M&E plan is up to date	Not at all		As there is no clear M&E framework, it has not been updated, there are indicators that have not been updated
LG.13		C-TIP M&E Framework is comprehensive - contains all the 4P's or /MOLSA M&E plan is comprehensive- contains all departments and Division level activities.	Strongly Disagree	0	No , not all chapters have clear and comprehensive M&E indicators and overall framework, MOLSA does not cover the all chapters
LG.14		The C-TIP M&E Framework is linked to the C-TIP National Strategy or MOLSA M&E Plan/framework is linked to the MOLSA sector strategic plan	Strongly Disagree	0	there is no clear connection and reflection within the 2 strategic plan and the framework
LG.15		C-TIP NAP has an M&E framework	Agree	2	Almost all activities have indicators, however they need to be improved
LG.16		Division-specific M&E indicators, are aligned with the MOLSA sector or Department M&E Plan (e.g. Division of Women and Anti-trafficking issues) have separate indicators and M&E frameworks)	Disagree	1	Mostly there are no aligned indicators which strongly connected with the division framework
LG.17		MOLSA- Department (for securing Equal Opportunities) /Division level (i.e. Division of women and Anti-trafficking issues') standard operating procedures that define Data management (Data collection and reporting , Data quality Audits) exist	Strongly Disagree	0	The regulations of the department/division have general description of the data collection and monitoring function with no clear provision of standard operational procedure how it should be done
LG.18		MOLSA/Department/ Division level standard operating procedures for Annual performance are available and known by staff and other C-TIP Actors	Strongly Disagree	0	There is no SOP for the division/Department,
LG.19		The MOLSA/Department/Division level operating procedures for Annual performance reviews are appropriate	Strongly Disagree	0	As there is no SOP, there is no review
LG.20	Annual Work Plan	A C-TIP NAP annual work plan exists	Not at all	0	It's a multi-year plan, with activities distributed within the years
LG.21		The C-TIP annual work plan is evidence-based	Not at all	0	No, as there is no annual plan, the revisions and updates are less possible in the plan
LG.22		The current C-TIP annual work plan includes M&E system strengthening activities	Strongly Disagree	0	There is no clear activity on M&E system
LG.23		Progress of the annual work plan is reviewed regularly (e.g. quarterly)	Not reviewed	0	
LG.24		The annual work plan is developed with technical assistance from external stakeholders (not MOLSA)	Not at all		
LG.25		The annual work plan is developed mainly through financial support from the Government of Armenia	Not at all		
LG.26		Progress of the C-TIP annual work plan is reviewed with technical assistance from external stakeholders e.g. partners	Not at all		
LG.27	M&E Unit	MOLSA has an M&E unit	Yes Completely		Yes there is a separate structure, department
LG.28		MOLSA M&E unit has an official mandate in place	Yes Approved		Yes there is regulation on the activities of the department
LG.29		MOLSA unit performs functions in accordance with its mandate	Yes Mostly	3	Yes, all departments follow their regulations
LG.30		MOLSA M&E unit (if existing) supports all Division/program areas	Strongly Agree	3	The MOLSA M&E unit does not have capacities, tools, framework to cover and to support the programm areas and strategic plans
LG.31		How often do the MOLSA M&E unit convene meeting to assess progress, plan and coordinate M&E activities			M & E unit to add
LG.32		MOLSA M&E unit meetings are minuted and circulated to unit members			M & E unit to add

LG.33	Leadership Support	High level Ministry officials (e.g. Deputy minister etc) strongly advocate for and support M&E within MOLSA	Strongly Agree	3	There is no clear understanding and appreciation as well advocacy for the need of the M&E system
LG.34		The M&E activities are driven with technical assistance from external stakeholders	Disagree	1	By now there has not been any technical assistance in the field that would promote the M&E activities, D4I is the first project
LG.35		The MOLSA M&E unit activities are mainly financed from the Government of Armenia	Agree	2	Yes, there is no direct alternative funding
LG.36		MOLSA leadership leads in use of C-TIP information for decision making			
LG.37		The MOLSA team (Department and Division handling Anti-trafficking issues) have been trained on leadership, management and M&E related courses.	Disagree	1	The MOLSA targeted team has never trained on the specific issues and topics

2.Finance

Financing includes the planning and mobilization of funds necessary to cover the needs of the C-TIP Monitoring and evaluation system, including the allocation and expenditure of money needed to cover C-TIP implementation in the country. This domain assesses the extent to which C-TIP monitoring activities are included in the financial resource commitments, allocations and expenditures of the ministry

Documents to review:
MOLSA [M&E plan](#)
MOLSA [Budget](#)

No.	Sub-Domains	Statements	Response	Score	Comment/Notes
F.1	Costed M&E workplan	Activities in the C-TIP National Strategy have been costed .			
F.2		Activities in the C-TIP National Action Plan have been costed .	Not at all	0	Only activities that are funded by state, are costed, the other activities are not costed at all.
F.3		Activities in current C-TIP NAP M&E work plan or framework have been costed			
F.4		Estimated costs of C-TIP M&E workplan (if costed) have been included in the MOLSA budget (Division of women and anti-trafficking issues)	Yes Completely		The functions of the division are costed within all budget line of the Ministry
F.5		The MOLSA M&E workplan includes costs for all C-TIP M&E strengthening needs. Some of the M&E strengthening activities include: identification commission review meeting, interagency coordination meeting/WG, etc			
F.6		The costs for all C-TIP M&E strengthening activities are accurate and sufficient			
F.7		Resources allocated to C-TIP M&E are the same or more than the costed c-TIP M&E work plan			
F.8		C-TIP M&E funds expended are the same as those allocated			
F.9		Financial resources for M&E are monitored by the finance team and reported to and discussed during Departmental meetings			
F.10	Financing Strategy	MOLSA has a financing strategy for C-TIP-related M&E activities with a diverse funding base that includes GOAM, donors and implementing partners	Agree	2	
F.11		Total budget of current year's M&E work plan is funded by the government of Armenia (versus external partners)			

3.Workforce

An effective workforce is comprised of highly skilled professionals with the correct mix of education, training and skills to design, implement and monitor the C-TIP systems. Strengthening the C-TIP workforce requires national level capacity building plans and skills and behaviour support systems to ensure a sufficient numbers of staff with the proper skills are deployed rationally and regularly supported.

Documents to review:
MOLSA [workforce policy](#)
MOLSA [training plan](#)
MOLSA [M&E unit staffing plan](#)

No.	Sub-Domains	Statements	Response	Score	Comment/Notes
W.1	Staffing	MOLSA has a staffing plan that includes staffing for the M&E unit/Division/Department	Strongly Agree	3	Every position has its requirements and job description

W.2	Policy Planning	There is a MOLSA training plan that addresses the skills and competencies required to fulfill M&E responsibilities	Disagree	1	There is no training plan, but there is a 3 years required attestation and training for civil servants, which usually is too general without specification on M&E capacities
W.3	M&E Roles	MOLSA M&E staff have clearly defined and documented responsibilities in which are available, adhered to, updated and known by staff (JD)	Yes Mostly	3	Each department/division has regulation approved by the Minister's order
W.4		MOLSA - Division of Women and anti-trafficking issues (C-TIP) staff have one or more M&E duties in their documented responsibilities (job description)	Yes Mostly	3	Yes, there there is clear indication on M&E role and duties
W.5	M&E Unit Staffing	The MOLSA M&E unit has an organizational diagram that clearly defines position types and responsibilities	Strongly Agree	3	Yes there is department with 2 divisions under each, with structure and positions
W.6		The MOLSA M&E unit has a staffing plan that clearly defines position types and responsibilities	Strongly Agree	3	Yes, all positions at the Ministry have clear description of functions
W.7		The MOLSA M&E unit currently has adequate staff to fulfill its mandate (eg. Social scientists/social workers, IT specialists, database managers, statisticians,)	Strongly Agree	3	The staff in the department has no specific capacities to implement such activities
W.8		Staff at the M&E unit have formal qualifications that are specific to M&E (M&E course)			
W.9		M&E personnel have opportunities for lateral and vertical career moves within the programs/Departments	Disagree	1	There is a separate institution-Institute of Work and Social Research, which is in charge for the trainings.
W.10	Training	There is a unit at the MOLSA that steers trainings.	Strongly Agree		Trainings related to legal acts, competences but not related to TIP/M&E
W.11		The training unit ensures that there is no duplication of capacity building activities	Agree	2	
W.12		There is a MOLSA database or register of all staff who have received M&E training to avoid duplication and assure complementarity	Agree	2	Formal trainings are registered
W.13		M&E Capacity building activities have occurred over the past 12 months	Disagree	1	Within the state civil servants training course there is no topic or subject on M&E
W.14		MOLSA C-TIP staff participate in continuous learning (eg. routine supervision, on the job training, and/or mentorship) on a routine basis (eg. weekly or monthly)	Disagree	1	There is no system of continuous learning, if the NGOs come with some projects they can suggest some trainings, if not, the only state training is the civil servants training course, which is usually about legal acts, and regulations
W.15		Division of women and Anti-trafficking issues/C-TIP staff have received training on the data management processes and tools	Disagree	1	Data management topics are not covered in any training up to now
W.16	External Support	The MOLSA C-TIP division rely on external M&E technical support on an ongoing basis to accomplish routine M&E tasks	Yes Mostly	3	
W.17		There is IT and database support for Division of Women issues and Anti-trafficking staff at national levels (eg. Helpdesk)	Disagree	1	There is no database or specific data management system.

4.Information Management & Evaluation

Information management involve ensuring that the MOLSA has the C-TIP monitoring systems in place to track progress of programs.

Documents to review:
SOPs relevant to collecting, managing and disseminating C-TIP data
Routine monitoring guidelines
[DQA guidelines](#)

No.	Sub-Domains	Statements	Response	Score	Comment/Notes
IM.1	abase	MOLSA/Division has standard operating procedures/TOR/Division charter that define roles and responsibilities for collecting and managing C-TIP data	Disagree	1	The regulation do not specify any action or operating procedure for collecting and managing C-TIP data, so there is a need on Minister's decree on regulating this activity
IM.2		MOLSA-C-TIP Division standard operating procedures/Divison charter that define roles and responsibilities for disseminating C-TIP data	Disagree	1	the same, there are no clear guidances on it, except the annual reporting as a authorized agency for C-TIP

IM.3	C-TIP Data Standards and Data	MOLSA/Division has standard operating procedures/Division Charter that define roles and responsibilities for maintaining confidentiality	Agree	2	Yes, it is clear for all cases and strategies	
IM.4		MOLSA/Division has structures, mechanisms, procedures and a time frame in place to ensure that data can be electronically transmitted, entered, merged, transferred, and stored between functional interoperable databases at the national level	Agree	2	Data is stored internally (excel based) and updated regularly	
IM.5		MOLSA/Division of women and Anti-Trafficking has a framework for measuring C-TIP implementation (core indicators, priority questions, data sources, etc)	Not at all	0	There are no indicators and priority questions , that MOLSA uses for measuring C_TIP implementation, the only measurable source is the strategic plan and indicators mentioned in the plan	
IM.6		There is adequate ICT infrastructure (including internet access and reliability) for maintaining the regional databases and linking to them to the national and/or sub-national data warehouses	Disagree	1	As there is no database and linking system, there is no infrastructure	
IM.7		There is an updated C-TIP Database/MIS for the government of Armenia	Disagree	1	no, separates systems under each agency	
IM.8	Routine Monitoring	Guidelines/internal orders exist and conform to best practices on recording, collecting, collating and reporting C-TIP programme monitoring data from various agencies (e.g methodical guidelines)	Disagree	1	there are no methodical guidances	
IM.9		The Division of women issues and antitrafficking staff are aware of guidelines/internal orders specifying when information or reports need to be both received and distributed by MOLSA	Agree	2	The main reporting is defined by the law and strategic plan is the annual reporting on victims	
IM.10		Standard definitions of routine monitoring (program output) indicators are systematically used by all C-TIP Actors both state and non-state	Disagree	1	No there are no indicators	
IM.11		As	Agree	2	Each agency has its own reporting system and timeline not connected to each other	
IM.12	Routine Data Quality Audits	In the last 12 months, there have been initiatives to improve C-TIP monitoring (review of the NAP etc)	Agree	2	C-TIP project has contributed to it	
IM.13		A protocol for auditing routine C-TIP data from all actors- state, non-state agencies at national, regional and community-based programmes exist	Disagree	1	there is no protocol	
IM.14		Regular and independent routine data quality audits are institutionalized and conducted according to procedures including feedback provided to those entities whose data were audited	Disagree	1	There is no independent body, In some countries there is C-TIP watchdog mechanism, that performs this function	
IM.15		The findings from the C-TIP data quality audit are shared with relevant stakeholders (eg. Law enforcement agencies, investigative committee, ombudsperson office)	Disagree	1	As there is no data quality mechanism and data comparing system, even misinformation or data driven incompatibilities are not taken into account	
IM.16		Findings from the data quality audit are used to develop performance/quality improvement plans	Disagree	1	there is no mechanism to develop data quality approach	
IM.17		In the last 12 months, there have been initiatives to improve data quality .	Agree	2		
IM.18	Data Analysis & Dissemination	National standards are followed for analysis and presentation of key indicators in order to ensure comparability of results between populations and over time	Agree	2	These are general standards used by Statistical Committees for all type of data	
IM.19	Evaluation	MOLSA has guidance on evaluation standards that follows international and local procedures and standards	Not at all	0		
IM.20		There is evidence of use of evaluation findings, participation in a conference or forum to disseminate and discuss findings	Strongly Disagree	0		
IM.21		MOLSA has Inventory of completed and ongoing project-specific evaluations				
IM.22		MOLSA has a comprehensive program evaluations agenda/plan in place and in use	Not at all			

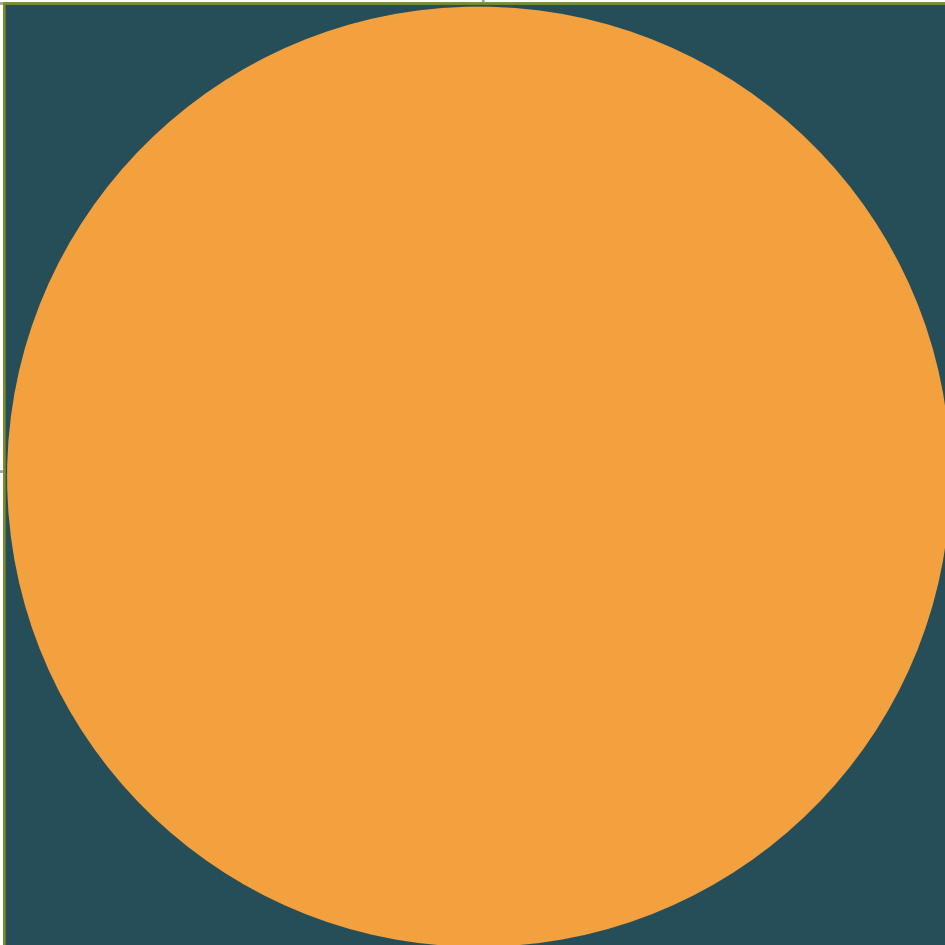
IM.23		MOLSA-CTIP division carries out baseline, midterm and end term evaluations as per plans	Not at all	0	
5.Coordination & Networks					
Coordination and networking consists of the various mechanisms used to meet and communicate with stakeholders to review progress on C_TIP monitoring systems, interpret available data through data review and data use forums, and engageMOLSA, other government agencies and non-government stakeholders (such as civil society, donors, partners, etc.) to utilize available data for better decision-making.			Documents to review: Stakeholder framework strategy document Stakeholder inventory document interagency WGs TORs		
No.	Sub-Domains	Statements	Response	Score	Comment/Notes
CN.1	GOAM Strategic Coordination Body	There is a structure for stakeholder coordination in the in the Government of Armenia	Agree	2	The Council of the Republic of Armenia on Fighting against Trafficking in Human Beings and Exploitation (hereinafter referred to as "the Council") is a body
CN.2		The Inter-ministerial -a strategic stakeholders coordinating body requires technical assistance from external stakeholders	Yes Mostly	3	There is a need to strengthen and improve the coordination
CN.3		The GOAM strategic stakeholder coordinating body - (Inter-ministerial) is facilitated mainly through financial support from the county government	Yes Partly	2	There are no costs and finances for regular meetings
CN.4	Technical Working Group	There is a Interagency working group (also refered to as a WG) that meets regularly to discuss the GOAM C-TIP issues	Yes Adhoc	2	
CN.5		There are terms of reference for the WG clarifying its role in approving documents, providing technical leadership, and coordinating the M&E system	Agree	2	
CN.6		The MOLSA -Department/Division participates actively in the C-TIP WG	Strongly Agree	3	
CN.7		The C-TIP WG is composed of relevant stakeholders	Strongly Agree	3	
CN.8	Communication	There are well-developed information products that communicate about C-TIP M&E system strengthening activities and decisions to relevant stakeholders	Agree	2	
CN.9		The information products are developed with external technical support	Yes Partly		
CN.10		The information products are implemented with financial support by GOAM/MOLSA	Yes Partly	2	
CN.11	Internal Coordination	MOLSA/Division promotes shared learning about C-TIP strengthening through forums.	Agree	2	
CN.12		C-TIP monitoring is discussed as a standing agenda item in other MOLSA program areas	Agree	2	
CN.13		There are integrated MOLSA reviews (with multiple programs)	Agree	2	
CN.14		The performance of the C-TIP monitoring system is communicated to relevant staff and other stakeholders e.g. law enforcement, NGOS etc	Agree	2	
CN.15	External Coordination	An inventory of C-TIP stakeholders is available, complete, and regularly updated	Agree	2	
CN.16		There are MOLSA guidelines/MOU for engaging and coordinating with partners at the national and regional level on C-TIP implementation and monitoring	Strongly Agree	3	
CN.17		MOLSA is collaborating with other relevant actors both state and non-state (e.g. law enforcement agencies, ministries, NGOs, FBOs, CBOS) to develop harmonized C-TIP approaches at all levels	Agree	2	
CN.18		C-TIP partners both local and international actively and meaningfully participate in performance reviews at all levels	Agree	2	

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