

Ministry of Labor and Social Affairs (MOLSA) Monitoring and Evaluation Capacity Strengthening Action Plan

February 2023

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Data for Impact

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Ministry of Labor and Social Affairs (MOLSA) Monitoring and Evaluation (M&E) Capacity Strengthening Action Plan for Anti-Trafficking and Women’s Issues Division and M&E Division

This monitoring and evaluation (M&E) Capacity Strengthening Action Plan outlines a response to the key M&E capacity gaps identified among MOLSA divisions. The recommendations from a capacity assessment with multiple components were used to propose activities that MOLSA and its partners may wish to undertake to improve the M&E capacities of MOLSA staff and the two divisions that support monitoring and evaluation of Counter-Trafficking in Persons (C-TIP) interventions. The two divisions are the Division of Anti-Trafficking and Women’s Issues and the Division of Monitoring and Evaluation.

The activities included in this plan are aimed at improving skills, tools, and processes that would make MOLSA C-TIP efforts more targeted and contribute to cooperation and coordination for improved case referral, assumed victim¹ identification, victim support services, and transparency and accountability in policymaking. The plan also contains practical measures to improve coordination and communication among the MOLSA, other government agencies, non-governmental organizations (NGOs) working in the field, and international partners who play complementary and supporting roles.

To leverage and increase the efforts and ongoing reform in M&E, the following aspects were identified using a strengths-based approach, and the assessment grouped these strengths into categories depending on the level of need and planned intervention:

- Responsiveness and commitment at the organizational level: The MOLSA divisions are committed to improvement of C-TIP activities through evidence-based approaches.
- Targeted renewed approach to M&E by MOLSA and the government overall, considering the finalization and approval of the MOLSA methodology on M&E:² The procedure for M&E of the program in the MOLSA indicates that the government is committed to standardizing the methodology used to evaluate programs and production of management reports that will be used to provide progress made by the entity in achieving institutional commitments.
- Teamwork and inter-agency strong connection among C-TIP Working Group (WG) members such that implementation of the National Action Plan is completed by each stakeholder.

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.

² Procedure for Monitoring and Evaluation of Programs (Provided Services) Implemented in the Social Protection Sector (Minister of Labor and Social Affairs, 2022)

- Learning: The C-TIP implementation progress is used in reporting government performance to the national forums (Inter-Ministerial Council) and the regional forums such as the Council of Europe’s Group of Experts on Action against Trafficking in Human Beings (GRETA) amongst others.

Enhancing M&E capacities will support sustainability in data collection, analysis, and use for program and policy improvement. It is also important to bring on board the Statistical Committee for the Republic of Armenia because of its role in data management and dissemination of information.

Strengthening C-TIP M&E capacities in the MOLSA will result in:

- Acquisition of skills by key country stakeholders and expansion of in-country capacity.
- Greater collaboration and learning within the MOLSA divisions, between C-TIP implementing agencies, and with development partners and the national government.
- Increased quality of data to support broader national policy development and overall C-TIP programming.

MOLSA M&E Capacity Strengthening Action Plan

| Domains | Action/activity | Output | Timelines | Key partner |
|---------------------------|--|--|------------|--|
| Leadership and Governance | 1. During the development of 2023–2025 C-TIP National Action Plan (NAP), include a section outlining the strategic objectives and provide indicators and indicator targets | The Draft of 2023–2025 C-TIP NAP has a section on strategic objectives (narrative), measurable targets, and indicators to track implementation | Sept. 2022 | MOLSA and all agencies in the C-TIP WG |
| | 2. Cost all the planned activities in the 2023–2025 NAP and identify the sources of finances | Costed 2023–2025 NAP | Nov. 2022 | MOLSA |
| | 3. Include costed monitoring and evaluation system strengthening activities in the next iteration of the C-TIP NAP (2023–2025) | The M&E chapter in C-TIP NAP has M&E capacity development activities with clear costing | Sept. 2022 | D4I and MOLSA |

| Domains | Action/activity | Output | Timelines | Key partner |
|--|--|---|---|--------------------------------------|
| Leadership and Governance (continued) | 4. Develop an operational working document for the MOLSA (M&E framework) that will support tracking the progress of C-TIP activities in Government of Armenia (GOAM) | C-TIP NAP M&E plan | Dec. 2022 | D4I and MOLSA |
| | 5. Strengthen the annual review of NAP implementation as part of routine monitoring support in using annual targets | Reporting templates and revised data collection forms in place | Feb. 2023 | D4I (Lead) C-TIP WG |
| | 6. Include a section on how to mobilize resources to fund C-TIP activities in the next NAP and in the M&E framework (finance strategy) | C-TIP finance strategy | Nov. 2022 | MOLSA (Lead) D4I |
| | 7. 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 | Sources of C-TIP Data and data flow | Oct. 2022 | D4I (Lead) MOLSA and the C-TIP WG |
| Workforce | 1. The Division of Anti-Trafficking and Women’s Issues should plan for M&E related capacity building sessions: orientation, trainings and mentorship in data collection and reporting, and analysis and data use to be conducted in the three-year period of the NAP | M&E trainings, orientation, and follow-up sessions for the target staff | Sept 2022 and periodically (every six months) | D4I |
| | 2. Identify and incorporate the MOLSA’s Department of Summary Analysis, M&E and C-TIP WG members in the orientation and trainings on C-TIP M&E | Number of C-TIP actors oriented and trained on M&E skills A training plan for C-TIP M&E aligned with the 2023–2025 NAP | Quarterly Nov. 2022 | D4I MOLSA |

| Domains | Action/activity | Output | Timelines | Key partner |
|------------------------------------|--|---|------------------|--|
| Information Systems and Use | 1. Support the MOLSA to review and update the data collection tools and reporting tools for stakeholders (state and non-state actors). The package may include tools for screening victims, needs assessment, referral files and reporting forms | Data collection and reporting tools | Jan. 2023 | MOLSA, D4I and World Vision |
| | 2. Develop data management standard operating guidelines ('How to' guide)—the data collection and reporting SOP, data sharing/dissemination, and data quality assurance guidelines | 'How to guide' (Standard Operating Procedures [SOPs])—D4I to lead | June 2023 | D4I (Lead) MOLSA |
| | 3. Develop indicators and targets for all chapters and the respective 4 Ps (Prevention, Protection, Prosecution, Partnership) for the 2023–2025 NAP | C-TIP indicators aligned with the 2023–2025 NAP | Feb. 2023 | D4I (Lead) MOLSA, |
| | 4. Develop a C-TIP indicator reference sheet/document that details each variable, including disaggregation (such as by sex), data source and frequency of reporting | Indicators reference sheet | May 2023 | D4I MOLSA |
| | 5. Support the MOLSA and statistical committee and other key agencies to conduct C-TIP evaluations at the end of each implementation period (every three years) | NAP evaluation brief | March 2023 | Statistical committee (Lead), D4I, and MOLSA |

| Domains | Action/activity | Output | Timelines | Key partner |
|--|--|---|---|-----------------------------------|
| Information Systems and Use (continued) | 6. Conduct trainings on data collection, data analysis and use of C-TIP data (four tracks, one per quarter) | Training conducted | Quarterly (Dec. 2022; March, May, and Aug. 2023) | D4I, statistical committee, MOLSA |
| | 7. Support the MOLSA Division of Anti-Trafficking and Women’s Issues and the C-TIP WG to develop C-TIP information products to be used in advocacy forums that provide the C-TIP situation in Armenia: an annual brief, annual factsheet on C-TIP Situation | C-TIP factsheet (semi-annual or annual) | Feb. 2023 and July, during the World Day against Trafficking in Persons (also known as the Blue Heart Campaign Day) | D4I and MOLSA |
| C-TIP Coordination and Networks | 1. Enhance coordination of the C-TIP activity implementation and monitoring by holding regular WG forums. | Quarterly forums and actions | Quarterly (Dec 2022; March, May, Aug. 2023) | MOLSA |
| | 2. Conduct division level meetings to share information about C-TIP activities’ implementation | Monthly brief circulated at the MOLSA | Monthly | MOLSA |
| | 3. Support the MOLSA and C-TIP WG to produce periodic information products that describe the C-TIP situation in Armenia—e.g., semi-annual C-TIP situation report (using data from the prosecutors’ office, the MOLSA and police), and an annual NAP implementation brief | C-TIP factsheet/bulletin | Jan 2023 July 2023 (Blue Heart Day) | D4I (Lead) MOLSA |

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