

Developing Indicators and Logical Frameworks

The purpose of this document is to present a list of resources that address the topic of developing counter human trafficking M&E indicators and logical frameworks. These papers detail a wide number of indicators, as well as how they are defined, measured, and monitored. Additionally, they provide the guidance on how to develop logical frameworks in which the practitioners could adopt and incorporate in their CTIP project design.

1. Toolkit to Combat Trafficking in Persons

The Toolkit intends to help the sharing of knowledge and information among policymakers, law enforcers, judges, prosecutors, victim service providers and members of civil society who are working at diverse levels towards the same objectives to combat trafficking in persons. Specifically, the Toolkit provides guidance, introduces practices and recommends resources in the thematic areas addressed by chapters on: (1) International legal framework (2) Problem assessment and strategy development, (3) Legislative framework, (4) International criminal justice cooperation, (5) Law enforcement and prosecution, (6) Victim identification, (7) Immigration status of victims and their return and reintegration, (8) Victim assistance, (9) Prevention of trafficking in persons, (10) Monitoring and evaluation. Each chapter also provides additional tools and recommended resources the users may find relevant.

Chapter 10 “Monitoring and Evaluation,” which could be found on page 501 to 518, specifically explains the basic logical project framework and the concepts of indicators used in relation to planning, designing, implementing, monitoring and evaluating anti-trafficking and other projects. On page 501, there is a brief introduction to the concept of indicators, whereas the basic logical project framework could be found on page 509 to 511. The resources are useful for developing indicators and logframes because they provide guidance and key elements needed to be included in the development of logical frameworks to make the project cycle happens.

UNODC. (2008). *Toolkit to Combat Trafficking in Persons*. In *UN Office on Drugs and Crime*.

2. A Compendium of Monitoring and Evaluation Indicators Trafficking in Persons and Health

This compendium seeks to facilitate the sharing of knowledge and information, and guides program managers and decision-makers to plan, monitor, and evaluate their response to trafficking and health. This guide addresses health sector preparedness, post-trafficking assistance programs’ response to health, referrals and policies related to health, and the health status and care received by individuals who have been trafficked. The compendium has been structured through thematic aspects addressed by chapters on: (1) Background, (2) Monitoring and Evaluation of TIP Program, (3) Indicators, (4) Discussion of Current M&E and Research Methods in TIP, (5) Areas of Further Development.

The Toolkit provides a list of indicators that specifically measure health sector responses, post-trafficking assistance and outreach programs, health status and care received, referrals, and policy on page 13 to 14. Additionally, the compendium further gives a list of indicator reference sheets (page 15 to 46), which composed of definitions, calculation method, and measurement. This resource is useful for developing indicators and logical frameworks because it provides an overview of how to design appropriate monitoring and evaluation indicators and embeds this overview with actual trafficked-related indicators with indicator reference sheets in which the practitioners could use to plan, monitor, and evaluate their response to trafficking and health.

Cannon, A. C., Arcara, J., Arnoff, E., & Bloom, S. S. (2014). *Trafficking in persons and health: A compendium of monitoring and evaluation indicators*. 1–74. <https://www.measureevaluation.org/resources/publications/ms-14-97>

3. Handbook on Performance Indicators for Counter-Trafficking Projects

This handbook is a resource guide for project managers, developers, implementers, evaluators, and donors working in the field of counter-trafficking, who want to develop performance indicators for their counter-trafficking projects. Furthermore, the handbook is divided into four chapters: (1) Chapter One presents the general framework for counter-trafficking projects, and details the significances of key performance indicators, (2) Chapter Two provides basic definitions and the logical framework used in this handbook for developing counter-trafficking performance indicators,

(3) Chapter Three describes how performance indicators are developed and applied in project design and discusses the use of the matrix in developing performance indicators, and (4) Chapter Four addresses data collection related to counter-trafficking projects, including limitations to consider.

Particularly, Chapter 2 and Chapter 3 starting from page 11 to 43, present general concepts on M&E, a logical framework including its definitions and matrix templates, as well as the appropriate approach to develop performance indicators. Furthermore, the handbook provides actual examples of logical framework with performance indicators in relation to the 3P Framework: Prevention, Protection, and Prosecution. This information would help the project managers, developers, implementers, evaluators, and donors working in the field of counter-trafficking to define and incorporate indicators that measure project performance within the framework of prevention, protection, and prosecution.

International Organization for Migration. (2008). *Handbook on Performance Indicators for Counter-Trafficking Projects*.

4. Toolkit for Monitoring and Evaluating Initiatives to Tackle Modern Slavery

This toolkit aims to assist organizations and partnerships who seek to make practical responses to the problem of human trafficking, but also want to record what they have done and to evaluate the outcomes of their practices. This resource is structured in thematic aspects: (1) an overview of monitoring and evaluation program, (2) M&E methodology, (3) ways to monitor evaluate initiatives to tackle trafficking embedded with the case studies, and (4) limitations in M&E systems.

Relevant to developing indicators and logical frameworks, this toolkit introduces different methods to monitor and evaluate the activities of the initiatives in combatting human trafficking. In each approach to measure and assess the activities, it provides a list of indicators, which could be found on page 3 to 14. The information provided by the toolkit is very comprehensive; it introduces a guidance to various methods to monitor and evaluate the initiative and a list of indicators in which the practitioners could use to define and incorporate in the design of performance indicators within the framework of prevention, protection and protection.

Dyke, R. Van. (2019). *The Centre for the Study of Modern Slavery Toolkit for Monitoring and Evaluating Initiatives to Tackle Modern Slavery*. 1–17.

5. Monitoring and Evaluation Handbook for National Action Plans against Trafficking in Human Beings

This handbook is a guide to assist and facilitate anyone involved in a national anti-trafficking response, especially those who are responsible for coordination of the implementation of the strategy and national action plan to fight trafficking in human beings. The toolkit is structured into seven chapters; chapter 1 defines the relevant terms, while chapter 2 provides an overview of standards and guiding principles in the area of trafficking in human beings. Additionally, chapter 3 introduces standards and guiding principles of results-based monitoring and management, whereas chapter 4 defines the strategic and operational basis for the national anti-trafficking response. Chapter 5 divides the monitoring process of the national action plans into different phases, introducing what has to be done, how, when and by whom, and chapter 6 introduces evaluation as part of the monitoring system. Lastly is chapter 7, providing model templates for monitoring reports. Furthermore, throughout the handbook, there are separate boxes consisted of specific topics and tools applied in the process.

Specifically, Tool 2 (p. 37) provides a brief example of result-chain on re-/integration of trafficked persons, and Tool 6 (p. 52) gives some exemplary outcomes in trafficking through protection, prevention, and prosecution framework, which would be helpful for developing frameworks. Moreover, Tool 7 (p. 54-56) explains the concept of indicators by further discussing quantitative and qualitative indicators, while Tool 8 provides a checklist of outcomes and indicators. Lastly is the monitoring and evaluation templates introduced on page 100 to 102. This information is particularly useful for the beginners of M&E programs because they provide a comprehensive explanation and guidance to design M&E systems, especially indicators and logical frameworks.

ICMPD. (2010). *Monitoring and Evaluation Handbook for National Action Plans against Trafficking in Human Beings*. 1-119.

6. An Evaluation Framework for USAID-Funded TIP Prevention and Victim Protection Program

This report aims to develop an evaluation framework for USAID prevention and victim protection programs that addresses trafficking in persons; it provides guidance on how to evaluate anti-TIP programs to those who are designing and implementing the programs. The paper is divided into five sections: (1) Foundations of an Evaluation Framework, (2) Design Strategies for Evaluating an anti-TIP Program, (3) Challenges to and Recommendations for Evaluating anti-TIP Programs, (4) Sample Plan for Evaluating a TIP Prevention Program, and (5) Sample Plan for Evaluating a Victims of Trafficking (VoT) Protection Program.

In the first section, specifically from page 5 to 10, the paper introduces concepts and guidance to develop theory of change, a logic model and its example, and qualitative and quantitative performance indicators, which are important for building an effective evaluation framework. Additionally, it could be useful for the practitioners to learn and apply when designing the indicators and logical framework as well.

United States Agency for International Development (USAID). (2009). *An Evaluation Framework for USAID-Funded Tip Prevention and Victim Protection Programs*. December, 1–73. <https://riselearningnetwork.org/wp-content/uploads/2015/09/An-evaluation-framework-for-USAID-funded-TIP-Governance-and-Social-Transition-of-the-USAID-2009.pdf>

7. A Short Guide to Performance Management for Local Anti-Slavery Partnerships

This short guide consists of tools that seek to facilitate and assist anti-trafficking partnership to define goals and success, monitor and evaluate performances, and improve performance. The paper is divided into six sections. Section 1 explains the principles of performance management and Section 2 discusses the performance management models. In addition, a comprehensive explanation of planning performance could be found in Section 3, whereas monitoring, evaluating and acting on performance described in Section 4. Finally, Section 5 and Section 6 explore the aspects on communicating performance and improving performance through partnership respectively. Throughout the guide, this toolkit also provides examples and additional resources for the users to use as well.

Relevant to developing indicators and logical frameworks, this short guide provides an overview of theory of change (p. 8), and 4P Framework and results chain logic model (p. 9). Additionally, the examples of results chain are presented on page 10, 12, 18, and 20. These tools and guidance are practical as they would help to assist the M&E practitioners understand the key concepts, and the comprehensive performance indicators provided in the guide could help the users to define and incorporate in the process of developing indicators and logical frameworks.

Ward, E., & Gardner, A. (2018). *A Short Guide to Performance Management for Local Anti-Slavery Partnerships*. October, 1–24.

8. Monitoring and Evaluation of Anti-Trafficking Policies: A Handbook for Victims' Advocates

This handbook aims to assist service providers, decision makers and law enforcement officials, and practitioners working for civil society organizations to combat human trafficking by presenting comprehensive and detailed indicators that would enable monitoring of national anti-trafficking policies, with the emphasis on the policies aimed at the protection of victims. The toolkit is structured into two parts; Part 1 provides a framework for Handbook users to analyze the compliance of national policy with international instruments and standards, while Part 2 is about monitoring and evaluating the outcomes of national anti-trafficking frameworks and provides a series of indicators, aimed at the protection of the victims.

Specifically from page 15 to 17, a list of framework indicators is summarized in the table, and indicators related to compliance with international standard and good practice are described on page 20 to 40. Furthermore, on page 55 to 115 of this handbook, indicators to monitor and evaluate the outcomes of national anti-trafficking frameworks are provided. This handbook provides a comprehensive framework of analysis and indicators, with the emphasis on the policies aimed at the protection of victims. It would be very useful for the practitioners to incorporate some relevant indicators and frameworks in their approach to improve anti-trafficking programs.

ASTRA. (2016). *Monitoring and Evaluation of Anti-Trafficking Policies: A Handbook for Victims' Advocates*. Managing and Developing Community Sport, 1–123. https://doi.org/10.9774/gleaf.9781783531752_19

9. Rule of Law and Security Sector Governance Indicators Guide

This guide aims to assist USAID officers who are designing and managing Rule of Law and Security Sector Reform projects and activities to identify appropriate indicators that are applicable for the type of programming they are implementing by consolidating a list of indicators from various sources. The toolkit consists of Chapters 1-8 that cover the concept of strengthening judicial independence and self-governance; enhancing the administration of justice; enhancing internal court administration operations; expanding access to justice and legal empowerment; combating crime, violence, and insecurity; improving legal professionalism; improving legal education and preparation to practice; and crosscutting objectives respectively. Each chapter is composed of recommended indicators, and references to other sources for additional indicators and information.

Particularly, a list of indicators that are consolidated for each chapter could be found throughout page 8 to 66. Furthermore, additional information on developing and using indicators are provided on page 71 to 77. Besides the above recommendations, a collection of useful sources for additional information are listed in the annex on page 66 to 70 as well. This guide contains many comprehensive information on indicators, additional resources, and guidance to develop and use indicators, which are applicable for the practitioners to consolidate and incorporate in their own process of developing indicators.

USAID. (2021). *RULE OF LAW AND SECURITY SECTOR GOVERNANCE INDICATORS*. January, 1–84.

10. Action for Cooperation against Trafficking in Persons (ACTIPI)

Action for Cooperation against Trafficking in Persons (ACTIPI) is a project that seeks to build and strengthen the capacities of key anti-trafficking stakeholders, and to facilitate inter-agency collaboration to enhance a mutual supportive approach as a key element to counter trafficking. On page 4, this resource further discusses programme strategy and outputs, including (1) the COMMIT Process is strengthened to become sustainable and self-reliant, (2) COMMIT countries increase their cooperation with other countries and regional actors to effectively counter human trafficking, (3) policy makers, academia, non-governmental actors and the public have increased access to evidence-based research and knowledge on human trafficking, and (4) civil society and other non-governmental actors are able to contribute more effectively to anti-trafficking efforts.

Respectively, the results framework for each output could be found on page 20, 23, 24, and 27. Additionally, the paper provides examples of results and resource framework from page 30 to 38, and M&E matrix from page 39 to 40. Practically, annual work plan, which also embeds an overview of the indicators, outputs, and activities, could be found on page 43 to 45. Lastly is the quality management for project activity results for each output that is presented on page 51 to 55. With the lists of these resources, it would be very helpful for the practitioners who seeks to work on this aspect of the anti-trafficking programme; these guidelines could assist them to define and incorporate these insights when developing indicators and logical frameworks.

UNDP. (2010). *Action for Cooperation against Trafficking in Persons (ACTIPI)*. 1–60.

11. The Freedom Fund Global Metrics

This resource consists of a chart that provides a list of indicators, explanation, and definitions of trafficked-related terms. With a collection of indicators provided by this guide, the practitioners could define and incorporate the indicators in which they may find relevant into their process of developing indicators. Additionally, the resource gives explanations and definitions to each indicator, which act as good metrics to measure and validate the indicators; this technique would be an effective approach for the practitioners to learn as well.

The Freedom Fund. (2020). *The Freedom Fund Global Metrics*.

12. Monitoring anti-trafficking re/integration programmes: A Manual

The manual is used in monitoring anti-trafficking re/integration programmes; its two main aspects of monitoring are (1) how to monitor the re/integration process of individual trafficked persons; and (2) how to monitor re/integration services available to trafficked persons. Each aspect contains a matrix that composed of indicators and its associated means of verification to measure the impact and success of individual services and the various stages of re/integration.

Specifically, the resource introduces the concept of monitoring in the context of re/integration programmes, and a list of impact and process indicators are also provided (p. 25-32). Furthermore, the table with a list of indicators on re/integration of trafficked in persons is shown from page 33 to 61, while the indicators on re/integration services are provided on page 63 to 135. With handful resources and guidance provided by this manual, service providers, decision makers and law enforcement officials, and practitioners working for civil society organizations to combat human trafficking could choose and/or adapt indicators that are relevant to the organization's work, especially developing indicators to monitor anti-trafficking re/integration programmes.

Surtees, R. (2010). *Monitoring anti trafficking re/integration programmes*.

13. United Nations Inter-Agency Project on Human Trafficking in the Greater Mekong Sub-region (UNIAP)

United Nations Inter-Agency Project of Phase III essentially has four objectives to achieve. It aims to provide services to governments with effective multi-sectoral approaches to combat trafficking. Secondly, the project seeks to help UN partners to maximize their contribution to the overall anti-trafficking. Thirdly, it works to provide services to the anti-trafficking sector including donors on facilitating the allocation of anti-trafficking resources. Lastly is an objective to contribute to anti-trafficking programmes. This paper is structured into five parts: (1) Introduction to the Project, (2) Evaluation objectives, scope and methodology, (3) Analysis of Findings, (4) Recommendations, and (5) Annexes.

This resource has provided a sample of a results and resource framework and work plan that consists of several indicators, which could be found on page 56 to 64 and 66 respectively. Even though the information on these tools is not comprehensive, they in fact, provide some indicators and an overview of a framework. The practitioners who seek to work on this context of the programme may find it practical in developing indicators and logical frameworks.

Cunnington, P., & Hung, S. (2009). *United Nations Inter-Agency Project on Human Trafficking in the Greater Mekong Sub-region (UNIAP): Phase III (2007-2010): Mid-Term Evaluation Report*. Personnel, March 2009.

14. International Framework for Action to Implement the Trafficking in Persons Protocol

The Framework for Action seeks to assist United Nations Member States in the effective implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children. This paper is structured into two main parts; Part 1 introduces Framework for Action, and Part 2 consists of Framework for Action tables.

On page 9 to 13, the Framework for Action discusses five key pillars of intervention needed to ensure an effective and comprehensive anti-trafficking response: prosecution, protection, prevention, national coordination and cooperation, and international cooperation and coordination. Whereas page 16 to 52 provides Framework for Action table that details the measures further, through five pillars containing a list of indicators and practical actions to support the implementation of the United Nations Trafficking Protocol. With a robust and comprehensive list of indicators on the five pillars of the intervention, the practitioners could adopt and incorporate these operational measures into their process. Most significantly, the practitioners could identify any gap they have while comparing their project to this Framework for Action.

UNODC. (2009). *International Framework for Action: To Implement the Trafficking in Persons Protocol*. 1–70.

15. Anti-Trafficking Data Collection and Information Management in the European Union – a Handbook

This Handbook is about Trafficking in Human Beings, Data Collection and Harmonized Information Management Systems (DCIM-EU) that aims to support the process of data collection and analysis on human trafficking within the European Union. It is developed with an objective to contribute to ensuring a consistency in the data collected, which is essential for the design of effective programmatic responses to trafficking in human beings and the coordination of anti-trafficking efforts. The resource is divided into nine main parts: (1) Introduction and project information, (2) Data collection methodology, (3) Data collection process, (4) Reporting obligations and requirements, (5) Legal, ethical and security issues related to data collection, (6) Victim-centered set of indicators/variables, (7) Trafficker-centered and criminal justice set of indicators/variables, (8) Issues in data analysis and presentation, (9) Resources, initiatives and projects on trafficking data collection in Europe, and (10) Annexes.

Examining further into this Handbook, the tables of proposed set of harmonized indicators/variables are provided on page 89 to 91 and 110 to 112 respectively. Even though, these indicators are not a conclusive list of information, these variables are presented as a guideline in developing indicators and data collection process; it could assist the practitioners to decide in what aspects of data they should collect.

Surtees, R. (2009). *Anti-Trafficking Data Collection and Information Management in the European Union – a Handbook. The situation in the Czech Republic, Poland, Portugal and the Slovak Republic.* 1–165.

16. Performance Monitoring & Evaluation TIPS: Selecting Performance Indicators

This TIPS seeks to guide USAID managers and other practitioners on how to select effective performance indicators; the toolkit explains an overview of performance indicators, its significances, types of indicators in USAID systems, criteria for selecting performance indicators- table provided on page 11-, and the process of selecting performance indicators.

This guidance describes conceptual guidelines on performance indicators, which would be very useful for the practitioners to apply the insights during developing indicators, especially the process of selecting good performance indicators because if the indicators are not evidence-based and favorable, responses to anti-trafficking might not be effective.

USAID. (2010). *Selecting Performance Indicators. TIPS: USAID's Performance Monitoring and Evaluation Publication for USAID Managers*, 2(6), 1–12. http://pdf.usaid.gov/pdf_docs/pnadw106.pdf