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TECHNICAL ASSISTANCE TO THE MINISTRY OF LABOUR AND SOCIAL WELFARE ON DEVELOPING THE MONITORING FRAMEWORK FOR ITS STRATEGIES ON EMPLOYMENT AND SOCIAL WELFARE

DRAFT

Consolidated Deliverable on Developing the Monitoring Framework

WORKING DOCUMENT

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Table of Abbreviation

Abbreviation	Description
ALMP	Active Labour Market Policy
ASK	Agency of Statistics of Kosovo*
DEIPC	Department for European Integration and Policy Coordination
EC	European Commission
ERA	European Reform Agenda
ERP	Economic Reform Programme
ESAP	Employment & Social Affairs Platform
ETF	European Training Foundation
EU	European Union
GIZ	Gesellschaft für Internationale Zusammenarbeit German International Cooperation
GoK	Government of Kosovo*
ILO	International Labour Organisation
IT	Information Technology
KPI	Key Performance Indicator
LFS	Labour Force Survey
MEI	Ministry of European Integration
MEST	Ministry of Education, Science and Technology
MLSW	Ministry of Labour and Social Welfare
MoF	Ministry of Finance
MTI	Ministry of Trade and Industry
NDS	National Development Strategy
NGO	Non-governmental Organisation
PES	Public Employment Services
PMO	Prime Minister Office
RCC	Regional Cooperation Council
SDC	Swiss Development Cooperation
SESW	Sector Strategy on Employment & Social Welfare
SPO	Strategic Planning Office
SPO	Strategic Planning Office
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VET	Vocational Education Training
VTC	Vocational Training Centres
WB	World Bank
YEAP	Youth Employment Action Plan

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence

1 BACKGROUND

In 2016 Kosovo* has signed the Stabilisation and Association Agreement (SAA) with the EU, which entered into force in April 2016. In order to define reform priorities, the Government of Kosovo*, together with the European Commission, launched in November 2016 the European Reform Agenda (ERA). However, on its Kosovo* Report 2018, the European Commission described the progress as slow and recommended to Kosovo* to step up actions in the area of education and employment to fight structural challenges such as unemployment and inactivity and make VET system more relevant to the needs of economy.

The most recent Labour Force Survey (LFS) of the Agency of Statistics of Kosovo* (ASK), published in April 2018, points out to a low labour market share of 42.8% (ASK, LFS 2017), especially among youth and women, and a high unemployment rate (30.5%). Around two thirds of the working-age active population is inactive (57.2%). Youth unemployment rate (15-24 years) is over 52.7%. The NEET rate for youth 15-24 years is around 27.4%.

A very high level of poverty is prominent in rural areas, and minority groups face difficulties to advancing their education and career. Poor labour market and social inclusion outcomes are the result of multiple, highly interrelated factors, including the labour demand patterns, skills mismatches, limited effectiveness of labour market intermediation mechanisms, poorly aligned higher education systems of subpar quality, inefficient social security networks with built-in disincentives to work. Kosovo* faces difficulties in ensuring the availability of reliable data for measuring and assessing the progress.

In the context of these challenging aspects and as a response and to meet these challenges the Government of Kosovo*, with the support of the EU and other institutional partners, has developed the coherent, multi-sectoral policy frameworks by elaborating 2020 sectorial vision to tackle the medium and long-term challenges in employment, VET and social inclusion.

Regarding the employment and social welfare and in line with the commitments under the European Reform Agenda (ERA), the Ministry of Labour and Social Welfare (MLSW) has adopted the 2018-2022 Sector Strategy on Employment and Social Welfare (SESW) and drafted the Youth Employment Action Plan (YEAP) 2017-2019 to tackle youth unemployment. Both strategies have been approved by the Government of Kosovo* (GoK). This implies a refocus of the Ministry's core role and functions towards implementing and monitoring of strategies, oversight and use of results for better policy-making. The priorities that lay ahead are adequate resourcing for implementation and efficient monitoring mechanisms to ensure actual delivery.

The Regional Cooperation Council (RCC), ESAP have intensively supported these reform processes by providing advice and expertise in the field of employment and social affairs. At the beginning of 2018, the Ministry of Labour and Social Welfare (MLSW) of Kosovo* has asked the RCC ESAP to provide technical assistance to support monitoring of its strategies in the field of employment, youth employment and vocational training and provide a long-term methodology solutions on strategy monitoring.

The "*Employment and Social Affairs Platform*" (ESAP), is a regional project financed by the European Commission and jointly implemented by RCC and ILO in Albania, Bosnia and Herzegovina, Kosovo*, Montenegro, Serbia and The Former Yugoslav Republic of Macedonia. The project, which began its implementation in 2016 and lasts for 3 years, aims to strengthen regional cooperation and institutional capacities of national administrations, employers' and workers' organisations, enabling them to develop and effectively implement labour market and social policy reforms in their EU enlargement process. Within this overall objective, the ESAP project provides technical assistance to support national processes related to the preparation, monitoring and follow up of national employment, labour

market and social affairs strategies, action plans and/or measures. Ministries of Labour and Public Employment Services are the main beneficiaries of this assistance.

2 ASSIGNMENT

2.1 Objectives

The objective of this assignment is to provide advisory support to the Ministry of Labour and Social Welfare on developing a monitoring framework for its strategies on employment, vocational trainings and social welfare.

The specific objective of this assignment is to undertake some activities and research in identifying and designing a methodology for the developing and implementing of monitoring tools for measuring the progress in strategy implementation.

2.2 Beneficiary

The main beneficiary of the assignment is the Ministry of Labour and Social Welfare (MLSW) of Kosovo* and the assignment is delivered to the Department for European Integration and Policy Coordination in charge of monitoring the implementation of the strategies of the Ministry of Labour and Social Welfare.

The Ministry of Labour and Social Welfare (MLSW) of Kosovo* is a central-level institution responsible for developing policy and addressing all issues related to labour, employment, vocational training, social policy and social protection in Kosovo*.

The Department for European Integration and Policy Coordination (DEIPC) is a key department of the MLSW and is responsible for developing and implementing policy and strategic papers, implementing the legislation, monitoring and applying standards, addressing donor requests and coordinating the overall policy towards the European Integration process.

2.3 Methodology

In fulfilling the tasks toward the development and strengthening the monitoring function the following guiding principles will be taken into consideration and applied

- ☑ Data Collection and Desk Review of primary and secondary information,
- ☑ Interviews and on- the- job support / coaching with the staff involved in strategy reporting,
- ☑ Identifying & Analysing deficiencies/problems in the monitoring process, thereafter
- ☑ Elaborating solutions

2.4 Deliverables

The assignment will be carried out from April 2018 to July 2018 and its final deliverable will be a set of activities towards the development of the monitoring framework of the MLSW strategies and

implementation monitoring based on a set of identified indicators of input, output, outcome and impact indicators that represent a new way of monitoring the strategies in Kosovo*.

The activities on the development of the monitoring framework, with the methodology and approach used through the on- the- job training and coaching of staff members of the Department for European Integration and Policy Coordination (DEIPC) in the MLSW will largely contribute to the skills development on monitoring of strategies.

The assignment will produce the following 8 deliverables. The deliverable under 6 (six) on visualised KPIs and under deliverable 7 (seven) should be integrated in the IT platform for strategy data and activity management on implementation of MLSW strategies and activities in the long-term.

This report corresponds to the deliverable four (4) in the table of deliverables below, marked and highlighted in green colour.

No	Output	Description	Draft	Final
1 **2**	Methodology & Coaching	A methodology and work plan for completion of the assignment and advisory support on elaborating ways for monitoring of strategies	07-May-2018	07-May-2018
3	Presentation of Methodology	A short MS Power Point Presentation showing ways and solutions to track and measure the MLSW strategic and specific objectives by linking them with relevant Key Performance Indicators for monitoring and measuring the implementation and impact	10-May-2018	30-May-2018
4	KPI Balanced Scorecards for SS 2018-2020	A Balanced Scorecard / Inventory with Key Performance Indicators (KPIs) for the MLSW Sectorial Strategy 2018-2022	25-May-2018	30-May-2018
5	KPI Balanced Scorecards for YEAP 2017-2019	A Balanced Scorecard / Inventory with Key Performance Indicators (KPIs) for the MLSW Youth Employment Action Plan 2017-2019	25-May-2018	30-May-2018
6	Standardized Monitoring Format	Develop an All-in-One standardised and unified format template for data collection and monitoring which can be used for monitoring and reporting progress for all MLSW strategies	25-May-2018	30-May-2018
7	Data & KPIs Collection Tool	A standardised KPI Tool enabling Trends development observing and Benchmarking of Kosovo* Employment & Social Indicators with regional economies and EU countries	30-May-2018	05-June-2018
8	Final Report	A report incorporating all documents produced during the assignment & recommendations for the future	30-May-2018	10-June-2018

3 THE STRATEGIC PLANNING & MONITORING FRAMEWORK

The aim of this stocktaking is to describe the current monitoring processes and the state of the monitoring framework and to provide a panorama of the strategic planning and monitoring framework within the Ministry of Labour and Social Welfare, respectively the Department for European Integration and Policy Coordination in charge of the implementation of monitoring and reporting of the MLSW on all strategic documents, including the Sectoral Strategy 2018-2022 and the Youth Employment Action Plan 2018-2020.

Over the past few years, a large number of strategies have been developed and the number has been steadily growing. The Strategy for Improving Policy Planning and Coordination in Kosovo* 2016-2018 has indicated the number of strategies identified, which is 80+ strategies. A list of applicable strategic documents at the Strategic Planning Office (SPO) in the Prime Minister's Office contained 66 strategic documents. About 21 of these strategy papers are related to employment, VET and social inclusion.

So far, there is no clear evidence to what extend these strategies have contributed to employment, as an evaluation of the strategies has not been undertaken. The monitoring of strategies is mainly conducted on reporting on the completion of activities and a practical approach and methodology for the sound monitoring of the implementation of strategies and its evaluation is almost inexistent.

In this stocktaking analysis, we will put some insights into problematic areas of strategic planning and monitoring and propose an approach for the development and implementation of the monitoring framework for the strategies.

3.1 The Strategic Planning

The Strategic Planning Office within the Prime Minister's Office is a key institution for developing strategies and reporting on their implementation. The SPO supports the line ministries in the strategy development processes. The SPO works closely with the line ministries and their respective Departments for European Integration and Policy Coordination.

Departments for European Integration and Policy Coordination are key departments in line ministries and are responsible for developing and implementing policy and strategy papers, implementing the legislation, monitoring and applying standards, addressing donor's requests and coordinating the overall policy towards the European Integration process. The DEIPC coordinates the strategy development process in line ministries and consolidates all the reporting on the implementation of the strategic papers. The DEIPC reports directly to the Permanent Secretary, the Strategic Planning Office and to the Ministry of European Integration (MEI).

Over the last few years, a large number of strategies have been drafted, although a high number of them have never been approved. One of those was the Sectorial Strategy 2014-2020 of the MLSW, based on which this Sector Strategy 2018-2022 was built.

The list of applicable strategic documents on the website of the Strategic Planning Office (SPO) in the Prime Minister's Office contained 64 strategic documents from 2009 up to recently. The Strategy for Improving Policy Planning and Coordination in Kosovo* 2016-2018 has indicated the number of strategies identified, which is 80+ strategies. The SPO then reduced the number of strategies to 54 "Overall Strategic Documents Valid List". About twenty one (21) of them are related to human development, skills, labour, employment, and vocational education training under the mandate and responsibility of MLSW, MEST, MEI and MTI.

There are as well regular annual strategic documents developed by line ministries, such as the Annual Work Plan of the Government and, in some cases, the Internal Work Plans of ministries that are to be monitored.

However, the large number of the strategies may not pose a problem, if they are well articulated. A major concern is the duplication and even triplication of measures and overlap with other regular strategic documents like the t Work Plan of the Government and other sectoral strategies.

A whole chapter is dedicated to monitoring and evaluation in strategic documents during the strategy development process, but it seems to meet the formal requirements rather than the functional needs.

The Strategy for Improving Policy Planning and Coordination in Kosovo* 2016-2018 recommended to align the development of new sectoral strategies under the National Development Strategy (NDS) and adapt the existing ones and monitor them.

3.2 The Monitoring Framework

In order to be effective, the policy-making process depends on a regular monitoring of progress in towards targets and implementation of individual measures, and regular evaluations. Monitoring is a systematic and routine collection and analysis of information to monitor the progress against set plans and check the compliance to established standards. It helps to identify trends and patterns to adapting strategies.

It is aimed at improving the efficiency and effectiveness of the project, organisation or sector. It is based on targets set and activities planned during the planning phases of work. It helps to keep the work on track, and informs the management when things go wrong. If done properly, it is a valuable tool for good management, and it provides a useful basis for evaluation. It enables you to determine whether the resources that you have available are sufficient and whether they are well used, whether the capacity you have is sufficient and appropriate, and whether you are doing what you have planned to do.

Monitoring is a good practice in managing an intervention. The monitoring enables racking of progress and an early identification of problems during implementation, thus providing an opportunity to take corrective action or make proactive improvements as required. Monitoring provides accountability to those who fund the activities listed in the action plan. It also enables you to repeat activities that have been demonstrated to work, so you can improve or drop activities that do not work.

As per the strategic planning documents, monitoring is an integral part of every strategic document of Kosovo* institutions, but remains rather a formal requirement than a practical application. With little progress, in recent years, the widespread practice in Kosovo* institutions is the fact that the indicators currently used in reporting refer mainly to the completion or non-completion of activities.

The work process for the systematic collection and analysis of data on common and specific indicators which would generate information on the progress achieved with regard to a specific strategic objective, and thereby support efficient decision-making, are at an early stage of development and can be considered as very weak.

In general, data are of poor quality without any indicator of input, output, outcome or impact indicator or quality of measure completed. The impact of measures from previous strategies has never been explored and evaluated. The use of sector level financial and non-financial results data is rather limited in these reports until recently. Due to the lack of proper monitoring function and evaluation, there are no lessons learned and it is difficult to judge which activities worked and as a result the proper policy decision-making will suffer.

Faced with gaps in skills to build proper monitoring framework, the monitoring function has remained as a reporting mechanism on completion of activities without related indicators of input, output, outcome and impact.

4 THE STRATEGIES

4.1 The Sector Strategy 2018-2022

4.1.1 Insight into the Strategy

The Ministry of Labour and Social Welfare Sector Strategy 2018-2022 and its Action Plan were developed on the basis of the MLSW Sectoral Strategy 2014-2020 that was drafted from September 2013 to May 2014.

The strategy development process involved key international and local actors and stakeholders. Key international actors include: European Union Office in Kosovo* (EUO), the World Bank, USAID, GIZ, UNDP, UNICEF, SDC and Lux Development.

The methodology used by the Ministry was a mixture of workshops and meetings of thematic working groups in continuous consultations with key Kosovo* and international actors. The ministry established thematic working groups based on the functions of the MLSW mandate:

1. Working Group on Employment and Vocational Training,
2. Working Group on Social Dialogue and Labour,
3. Working Group on Welfare, Policy and Social Services,
4. Working Group on Pensions and Transfers.

Each sub-group was supported by local expertise. Each working group discussed and compiled a sector assessment and based on it proposed the general and specific objectives of the strategy. Also, when developing the strategy, the inter-ministerial working group paid particular attention to the following three key elements:

1) European integration and membership perspective,
2) Existing documents and strategies - inter-sectoral issues,
3) Consultation with thematic actors.

The aim behind this approach was to further develop and adapt the previously drafted Sectoral Strategy 2014-2020 of MLSW in line with the recommendation, thus providing a coherent expenditure framework for the Government of Kosovo* to increase a support from donors who are active in this sector.

4.1.2 Strategic Objectives

The Sector Strategy 2018-2022 sets out four (4) strategic objectives. The objectives address the needs for change and improvement of Kosovo* citizen's life and also represent challenges for relevant institutions. Strategic objectives cover the essential segments of the sector, including:

- Employment and Skills Development,
- Social Dialogue and Oversight of Work,
- Social Welfare and Social Inclusion,
- Pensions & Transfers

The following table gives an overview of the defined strategic objectives by the thematic working groups

No	Thematic Group	No of Strategic Objectives	No of Activities
1	Employment and Skills Development,	3	28
2	Social Dialogue and Oversight of Work,	3	18
3	Social Welfare and Social Inclusion,	4	25
4	Pensions & Transfers	4	20
	Total	14	91

The strategic plan sets four (4) strategic objectives with approximately three or four specific objectives (14) for each of the strategic objectives covering each segment of the sector, including those, such as employment and skills development, social dialogue and work protection, social welfare and inclusion, pension system and transfers.

4.1.3 Action Plan

The Action Plan 2018-2020 consists of 91 activities which should lead to the achievement of the Sector Strategy 2018-2022 objectives. As stated, the aim is to focus on the priority action areas and interventions for the next years (2018–2020) within the MLSW comprehensive and integrated framework.

4.2 The Youth Employment Action Plan 2018-2020

4.2.1 Insight into the Action Plan

The Action Plan for Increasing Youth Employment is a three-year inter-sectorial plan aimed at enhancing employment and improving the employability of youth. This Plan is an integral part of the range of strategic documents of Kosovo*, which are built around the National Development Strategy (NDS) 2016-2021.

The process of developing the Action Plan started in early April 2017 and ended at the end of November 2017, and the entire drafting process was supported by consultants engaged by GIZ. The strategy development process involved key international and local actors and stakeholders. Key international actors include: European Union Office in Kosovo (EUO), the World Bank, USAID, GIZ, UNDP, UNICEF, SDC and Lux Development.

The methodology used by the Ministry was a combination of workshops and meetings of thematic working groups in continuous consultations with key Kosovo* and international actors. The working group was supported by local experts. The Action Plan 2014-2016 with its four specific objectives foresees 30 activities on four components for increasing youth unemployment for the three years period 2018-2020. .

4.2.2 Strategic & Specific Objectives

The Youth Employment Action Plan 2017-2021 with one strategic objective addresses primarily to the high youth unemployment rate in Kosovo* and set four specific objectives on:

- Facilitating the access of young people to the labour market,
- Promoting employment through entrepreneurship,

- Supporting VET and Labour Market Harmonisation,
- Providing workshop equipment for VET schools,

5 DEVELOPING THE MONITORING FRAMEWORK

Ideally, the monitoring framework should be adapted at the beginning of the strategic planning stage prior to the implementation of the strategy , so that appropriate data collection can be planned.

Developing and implementing a monitoring framework would help clarify which pieces of information to collect and evidence. This would include a set of indicators, Scoreboard of Monitoring Indicators, by classifying and categorising indicators of inputs, outputs and outcomes.

In setting up a proper monitoring framework, we recommend and follow up the following steps:

- Understanding the Types of Monitoring,
- Understanding the Types of Monitoring Indicators,
- Classifying & Categorising Monitoring Indicators,
- Developing the Scoreboard/Scoreboard of Monitoring Indicators,
- Developing the Scoreboard of Monitoring Indicators,
- Planning the Monitoring & Gathering of Data Gathering,
- Developing & Implementing a Monitoring Template,

5.1 Understanding the Types of Monitoring

A project or programme usually monitors a variety of things according to its specific information needs. This section provides a summary of the different types of monitoring commonly found in a project or programme monitoring system. It is important to remember that these monitoring types often occur simultaneously as part of an overall monitoring system.

Results Monitoring

Results monitoring tracks the effects and impacts. This is where monitoring merges with an evaluation to determine if the project/programme is on target towards its intended results (outputs, outcomes, impact) and whether there may be any unintended impact (positive or negative). For example, an employment project may monitor whether its activities achieve the outputs that contribute to the reducing a high number of unemployed young people or increasing the ability to employ young job seekers.

Process / Activity Monitoring

Process (activity) monitoring tracks the use of inputs and resources, progress of activities and delivery of outputs. It examines how activities are delivered – the efficiency in time and resources. It is often conducted in conjunction with compliance monitoring and feeds into the evaluation of impact. For example, a social care services for elderly people project may monitor whether the targeted group of elderly people in rural areas receives the social care services to schedule foreseen in the project.

Compliance monitoring

Compliance monitoring ensures a compliance with regulations and laws in force and expected results, grant and contract requirements, local governmental regulations and laws, and ethical standards and is usually use in donor-funded projects. For example, a shelter project may monitor whether shelters adhere to agreed national and international safety standards in construction.

Beneficiary monitoring

Beneficiary monitoring tracks the beneficiary perceptions of a project/programme. It includes beneficiary satisfaction or complaints with the project/programme, including their participation, treatment, access to resources and their overall experience of change. It often includes a stakeholder complaints and feedback mechanism. It should take account of different population groups, as well as perceptions of indirect beneficiaries (e.g. community members not receiving directly a good or service). For example, a grant scheme programme assisting young entrepreneurs' in start-ups may monitor how they feel about the selection of programme participants, payment received by participants and the contribution that the programme brings to the employment of community (e.g. are these fair ?).

Financial monitoring

Financial monitoring calculates costs by input and activity within pre-defined categories of expenditure. It is often conducted in conjunction with the compliance and process monitoring. For example, a SME grant funds project supporting a series of start-ups may monitor the money disbursed and awarded to ensure implementation is according to the criteria, budget and timeframe.

Organisational monitoring

Organisational monitoring tracks the sustainability, institutional development and capacity building in the project/programme with its partners. It is often done in conjunction with the monitoring processes of the larger, implementing organisation. For example, an Employment Agency may use organisational monitoring to track communication and collaboration in project implementation among its Employment Offices within the Youth Employment Project.

5.2 Understanding the Types of Indicators

Indicators are defined as quantitative or qualitative factors or variables that provide a simple and reliable means of measuring achievements, to reflect changes connected to an intervention or to help assess the performance of a development actor. Indicators are aggregations of raw or processed data that help to quantify a phenomenon being studied and to understand complex realities. (OECD, 2002, ETF Monitoring Tool 2014)

Indicators can be classified as process, context, input, output, outcome and impact indicators. Understanding the differences between input, output, and outcome indicators is important for capturing the cause-effect relationship within your combination of indicators and is a necessity in monitoring. Therefore, a good combination of indicators, for understanding the cause-effect relationship, can be important for managing overall performance. Usually, distinguishing the input, output, outcome and impact indicators lead to a combination and inconsistency in planning and monitoring. A short Monitoring Guide, as a summary of types of indicators for quickly understanding of types of indicators, is provided in Annex D at the end of this paper.

Qualitative indicators

Qualitative indicators deal with non-numerical characteristics of the object of study and may include subjective information, opinions or judgments. Qualitative evidence is typically expressed as descriptive information, although it can also be quantified and numerically expressed.

Furthermore, indicators can be classified as input, output, outcome and impact indicators. Understanding the differences between input, output, and outcome indicators is important for capturing the cause-effect relationship within your combination of indicators and is a necessity in monitoring. Therefore, a good combination of indicators for understanding the cause-effect relationship can be important for managing overall performance.

Quantitative indicators

Quantitative indicators capture objective information about the real world and are numerical, absolute values, ratios, as well as percentages.

Input Indicators

Input measures identify the amount of resources needed to provide a particular product or service. They are useful in showing the total cost of providing a service, a combination of resources used to provide the service, a demand for services, and the amount of resources used for one service in relation to other services.

Examples of Input Indicators

- Number of PES Offices available to handle employment requests
- Number of Centres for Social Work to deal with social services
- Number of qualified trainers to train job seekers
- Number of vehicles available for public services travel
- Amount of money used to provide the service

Use input indicators when you need to answer the question: How much do we have?

Output Indicators

Output indicators represent the amount of products or services provided. They are useful in defining what a project produces. Outputs are limited as well because they fail to indicate the quality or efficiency of the service provided or if the objectives are accomplished.

Examples of Output Indicators

- Number of school leaving cases prevented
- Number of social services provided to the people in need
- Number of families housed in public houses
- Number of employments/placements completed

Outcome Indicators

Outcome indicators refer to whether a programme or service meets its proposed objective, or not. Outcomes reflect the actual result achieved and impact. Both mid-and long-term outcomes can be evaluated. Outcomes are the desirable indicators of performance. Ultimately, the performance of people and organisations is judged by the end result or final outcome. Therefore, the outcome related indicators are the preferred way of expressing the performance.

Examples of Outcome Indicators

- % of young people aged 20-30 employed/placed in a job
- Growth rate in using PES services
- Growth rate in using CSW services

Impact Indicators

Impact Indicators show the extent to which the changes you have hoped for as a result of your project have been achieved. It is about measuring changes. In other words, they are indicators to what extent you have achieved your objectives. It is usually easier to get impact indicators because they are about more immediate changes you are seeking for.

Examples of Impact indicators

- Decrease in unemployment rate
- Increase in employment rate
- Decrease in general poverty rate
- Decrease in extreme poverty rate
- Decrease the social isolation in a region,
- Reduce the incidence of domestic violence
- Changes in awareness, knowledge, skills
- Increases in the number of people reached
- Improved well-being
- Policy changes

The following is an example showing the relationship between input, output and outcome indicators by linking input, output and outcome indicators.

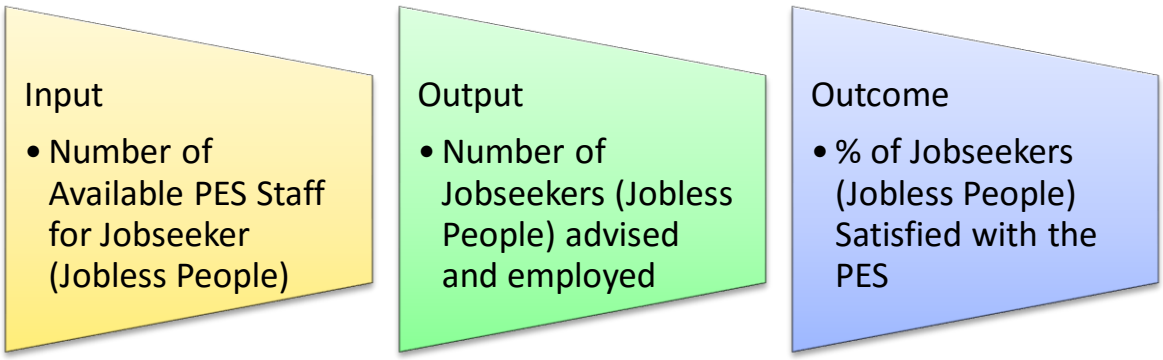


Figure 1: Example in Linking Input-Output-Outcome Indicator

5.3 Classification & Categorisation of Monitoring Indicators

A set of activities towards the development of the monitoring framework would include the screening of strategies and action plans, classification and categorisation of indicators and the development of a Scoreboard of Indicators, Standard Monitoring Template and Know-how on the classification and categorisation of indicators.

5.4 Developing the Scoreboard of Monitoring Indicators

Ideally, the monitoring framework should be adapted at the beginning of the strategic planning stage before the strategy implementation starts. The best way to perform monitoring is to develop and prepare a proper scoreboard of indicators with baseline data or better historical data.

As an inventory of monitoring indicators is not provided in most strategies, the strategies should be screened and equipped with a set of indicators to measure the progress.

For the Sector Strategy 2018-2020 and its Action Plan, as well as for the Youth Action Plan 2017-2021, an in-depth screening of the existing and needed indicators was conducted.

The indicators were categorised and classified into:

- Sector Key Performance Indicators (KPIs), and
- Operational Indicators

5.5 Developing & Implementing a Monitoring Template

The Departments for European Integration and Policy Coordination (DEIPC) report in different formats for each strategy and action plan. Reporting or monitoring as it is called is particularly performed in narrative text rather than on the basis of performance.

Overlapping of the activities of strategies and action plans with each other results in time consumption for the staff of DEIPC and this type of work is not value added and a substantial workload.

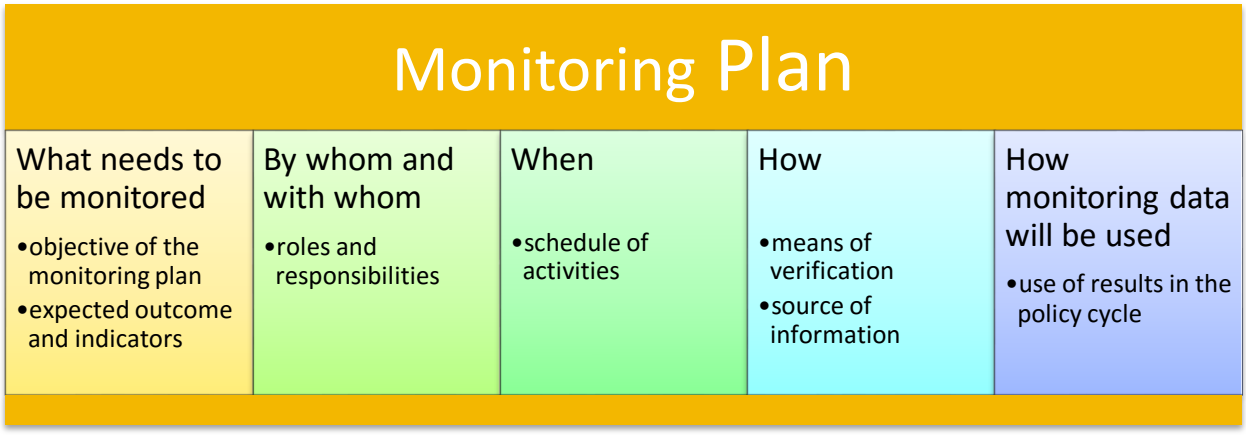
The newly developed Monitoring Template, provided in the deliverable 7 of this assignment, if properly understood, will help to overcome these deficiencies by linking all related strategy objectives and activities with each other.

5.6 Planning the Monitoring & Gathering of Data

Data collection planning requires the involvement of people who will collect data when the framework is developed. The process would also involve all ministry departments, line ministries, and beneficiaries, institutions, implementing partners, statistics offices, vocational training centres, partner organisations and donors.
Monitoring should be part of the planning process. It is very difficult to go back and set up a system monitoring once things start happening. You need to start collecting information about performance in relation to targets. The first information gathering should, in fact, take place when you do your planning and needs assessment. This will provide the necessary information on the basis of which improvements shall be assessed over time. When you do your planning process, you will set the indicators. These indicators provide a framework for your monitoring and evaluation. They tell you what you want to know and the types of information that will be useful to collect by answering the following questions:

- What do we want to know? (This includes looking at indicators, quantitative and qualitative)
- How will we get information?
- Who should be involved?
- What do we want to achieve?
- How much will it cost?
- And other needed information

The Monitoring Plan below indicates the key components of a proper Monitoring Template and the questions and needs to be responded to.



In addition to these criteria for data quality, a crucial role is played by data sources, given the strong link between the degree of quality of data and the reliability of their source. A reliable data source should be comprehensive in coverage, unbiased and consistent over time (ETF, 2013).

The most frequently used data sources include the following. **Administrative databases**

Administrative databases include data collected and provided by public institutions. They are created in order to monitor individuals or singular entities for fiscal, legal or other reasons and they usually possess in-depth geographical detail (e.g. public employment service database of registered unemployed; schools' registries of pupils).

Surveys

Surveys are statistical tools for collecting information and providing a description summarising the characteristics of a certain phenomenon or group of people, as in the case of the Labour Force Survey, a standard household-based survey collecting work-related statistics.

Censuses

Censuses are procedures through which information about the members of a given population are systematically collected and recorded. Typical examples are population and housing censuses, but agriculture, services and industry censuses are also common. (ETF Monitoring Tool 2014).

6 REPORTING & MONITORING

This section provides a follow-up analysis of how implementation monitoring and reporting is done in the DEIPC, but other institutions in Kosovo* are exempted from this kind of reporting on implementation monitoring of strategies and action plans.

It should be emphasised that almost all of institutions in Kosovo* are characterised by the same strategic planning and the implementation monitoring weaknesses. In general, the understanding of implementation monitoring and the evaluation function is low and there is no practical approach for its capture..

This situation analysis aims to take stock of the monitoring mechanisms, tools and patterns used by the DEIPC in implementation monitoring of the MLSW strategies and identify the difficulties they face in their daily work. Based on the stock taking analysis and identified weaknesses, monitoring tools and patterns will be proposed as solutions.

6.1 Stock Taking

This stock taking has been prepared based on some working meetings with the MLSW staff, observations made and daily working documents analysis.

The Department for European Integration and Policy Coordination (DEIPC) is a key department of the MLSW and is responsible for the development and implementation of policies and strategic documents, the implementation of the legislation, monitoring and application of standards, addressing requests for donors and overall policy coordination towards the European Integration process.

The DEIPC is hardly affected by the large number of strategies and on the reporting or monitoring of those. Currently, there are 6 strategies and action plans for which the DEIPC has to report: DEIPC is barely under the influence of a large number of strategies and their reporting or monitoring. Currently, there are 6 strategies and action plans for which DEIPC must report:

- The National Development Strategy and its Roadmap (NDS) 2016-2020,
- The Economic Reform Programme, 2017
- The Sector Strategy 2018-2022 and its Action Plan,
- The Youth Employment Action Plan 2018-2020,
- The Annual Government Work Plan 2018,
- The Internal Ministry Work Plan 2018,

The reporting to central government (Prime Minister's Office, Ministry of European Integration, and the Ministry of Finance) and the reporting requirements themselves, reflects the fragmentation of national strategies, and is generally limited to reporting on completed activities. The use of sector level non-financial results data is rather limited in these reports.

6.2 Describing the Problem

A large number of strategic documents with the action plan activities, often with duplicated and triplicated activities and their overlap, led the Department for European Integration and Policy Coordination (DEIPC) into a difficult situation.

DEIPC coordinates the strategy development process in line ministries and consolidates all reports on the implementation of strategic documents. DEIPC reports directly to the Secretary General, the Strategic Planning Office and the Ministry of European Integration (MEI).

The implementation monitoring of these strategies is followed by the widespread practice in the institutions in Kosovo*. In fact, a reporting on the completion or non-completion of activities, rather than an indicator or result based monitoring. Reporting data is collected or provided by various departments and divisions in MLSW. In general, the data provided is of poor quality without any indicator of input, output, outcome or impact indicator or quality of measure completed.

Another weakness in this reporting or implementation monitoring cycle, complicating the process, lies on the strategic documents themselves. With the exemption of the latest draft strategies, a long narrative description of the current situation in strategies, without the use of quantifiable measurement units made the strategy implementation monitoring difficult. Until recently, there was no evaluation of the strategies and therefore the impact of the measures undertaken has never been researched. Due to the lack of proper monitoring and evaluation mechanisms, there are no lessons learnt from the previous strategies, which makes the follow-up of policy implementation and policy analysis much more difficult.

There is no clear and well-defined process in place for the systematic collection and analysis of data on common and specific indicators which would generate information on progress achieved with regard to a specific strategic objective, and thereby supports an effective decision-making.

This type of reporting or implementation does not provide sufficient information needed for a proper implementation monitoring of the strategic documents and related action plans. It does not provide any information on the costs of the activity, quantitative or qualitative indicators and any information that carries out the activity and cannot be used for a better policy-making purpose.

The reporting in practice referred to as monitoring is not in line with international standards and best practices in monitoring and evaluations and probability that the next strategy will be better is undermined due to the lack of data collection and identification indicators.

By continuing the same way of reporting and monitoring, the institutions in Kosovo* will fail to understand:

- If the programmes and project activities were carried out well and efficiently?
- if a project or measure is successful,
- if the measure really influenced behaviour and reduced the unemployment rate or poverty rate?
- If these interventions and measures have influenced the change, and not other events
- if the reforms, policies or action had a clear impact on end beneficiaries?

6.3 Elaborating the Solution

Continuing to keep records in the same way, with a steady increase in the number of strategic documents and overlapping activities, will make a proper recordkeeping difficult, more time consuming and without added value, as most of the reports sent by other units to the European Integration and Policy Coordination Department are in most cases of poor quality and the staff dealing with this tasks almost always need to take corrective actions.

The proper tools, establishment of mechanisms and enhance of capacities to carry out a proper monitoring and evaluation of policy implementation need to be pushed forward and implemented. This leads to the need to prioritise the improvement of the way the indicators and targets are selected to reflect the challenges and expected advancements in macroeconomic, employment, education and social inclusion policies.

This indicates a further need to strengthen the capacity of DEIPC in the area of sound use of evidence in policy planning and the introduction of efficient monitoring and evaluation processes.

Implementation of these tools is crucial for the work of the ministry in order to better link the strategic planning, implementation monitoring and evaluating, with sectoral priorities and enable better measurement of the impact of strategies on end beneficiaries.

The solutions to the problems identified lie in developing a simple, unified strategic planning and monitoring template that helps capturing and tracing the necessary information, in a proper structure. The new Monitoring Template should include a series of input, output, outcome and impact indicators, in terms of quantity and quality, to measure the work of strategies and action plans for future activities of the Ministry. The collection of these data could be used in better policy and decision- making and can make a significant contribution to the further development of the Management Information System (MIS) of the Ministry.

The Template / format provided in the annex was developed on the basis of deep analysis and researches on strategic planning and monitoring documents of public sectors and researches on international publications on monitoring tools. It includes all necessary data in the strategic planning and monitoring process and can be used in MS Excel or adapted to a computerised IT Platform where each department in the ministry can have the access. All strategic and monitoring activities can be tracked and integrated into this tool and used for better strategic planning in the next strategic planning activities.

The proposed Monitoring Template was drafted following a detailed review of the current monitoring format used by MLSW. After this review and analysis we came to the conclusion that a practical and simple Monitoring Template would enable the measurement of the work of strategies and action plans for future work of the Ministry and its use in better policy and decision making.

Monitoring Templates and Plans need to answer a number of questions other than whether the activity has been completed. The Monitoring Template and Plan should include a series of input, output, outcome and impact indicators, in terms of quantity and quality in line with international standards and best known practices. In the proposed monitoring template all ministerial strategies can be managed, handled and easily monitored. The template can be easily adopted and computerised into an IT platform for easy monitoring and reporting for multiple strategic documents and for evidence-based policy making.

This integrated strategic planning and monitoring template provides useful information on an ongoing basis, so that the departments and division of the ministry or the Strategic Planning Units can improve what they do and how they do it. This integrated Strategic Planning & Monitoring Template provides links between the strategic planning, implementing and monitoring.

The designed Monitoring Template provides a solid basis in regard to standardisation and harmonisation of the monitoring indicators with international standards, makes structured data and information necessary and requires consistency in measuring the outputs, outcomes and impact of activities. It follows the traceability and comparability principle by showing a history of any activity planned and actions performed.

6.4 Computerised Planning & Monitoring

The proposed Monitoring Template can be easily developed into an integrated MS Excel Tool, MS Access Database or other IT Platform with data collection on a regular basis and simple procedures in place. It does not impose huge changes to the format currently used in the government's work plan, but requires more structured information. The information and analysis from the monitoring template can be used for better decision-making during the budget cycle of the government.

6.5 Visualized Developments & Trends

Continues monitoring, filling and updating of a simple computerised monitoring template can serve to observe the developments and trends in any specific phenomenon in the predefined indicators. The precondition is to set clear and meaningful indicators in the strategic planning phase.

6.6 Improved Management Information (MIS) & Decision Making

Data extracted from a computerised Monitoring Template can be converted to a depth analysis to observe behaviour, if things happen as planned or if we deviate from the plan. It can serve as an early warning system to show the direction we are going, whether we succeed or fail. Data and analysis from the Monitoring System can help prevent the failure and identify possible areas for improvement in strategic planning and right policy-making.

6.7 Enabling Implementation Monitoring & Evaluating

The Monitoring Template is organised in two sections:

- Strategic Planning
- Implementing & Monitoring, and at a later stage,

The differences between these two can serve as a valuable tool in improving the strategic planning, implementing and monitoring and enable easy evaluation of strategies and projects.

If used in the long run, it can

- Help identify bottlenecks and their causes in the implementation phase,
- Help identify and suggest possible solutions to problems;
- Raise questions about assumptions and strategy;
- Encourage you to reflect on where you are going and how you are getting there;
- Provide useful information and insight and encourage you to act accordingly;
- Increase the likelihood of creating a positive development difference

7 THE MONITORING & BENCHMARKING TOOLKIT

Without a goal setting system and monitoring results against a target or benchmark, organisations and institutions will be struggling to achieve sustained improvement and achievement of objectives. The MLSW and other institutions in Kosovo* are in a similar position. Although there have been many initiatives, in setting up proper monitoring tools and mechanisms through institutions, a lot of funds have been spent, and the results are still weak.

This benchmarking toolkit is at an early stage of development and represents a new way of monitoring the strategies and analysing data. It is built on two components for monitoring the use of strategies .

- Sector Key Performance Indicators (KPIs),
- Operational Indicators

The first component is built on a set of quantitative indicators which measure the performance of economies in different policy areas on employment and labour market policies. Data sources are the statistical offices and ministries of the respective economies, Eurostat and the Agency of Statistics of Kosovo* (ASK). It serves to measure on a comparative basis – where economies stand in relation to policy reform.

The toolkit enables the one to use the currently available national level aggregate data sets to show a picture of the employment and unemployment outcomes of the economy and benchmark its data with other economies. Most data are not provided in a format that can be compared or benchmarked, but rather represent raw data.

The toolkit consists of key performance indicators (KPIs) and operational indicators relevant to the MLSW scope and type of data: national level data, on employment, unemployment and social welfare, and offer the possibility to observe general employment or unemployment trends.

The second component is built on reporting from the strategy and action plan implementation on an ongoing basis. Data are collected from various sources such as departments, implementing partners, surveys, etc. and are used to monitor the action plan activities and measure the results.

Data can be presented in customised dashboards that show, at first glance, whether the ministry and its partners work above or below the targets set, and can help the management to decide where to focus its efforts.

The toolkit represents a new way of monitoring the strategies and measuring indicators and is designed to provide information on indicators related to the Ministry of Labour and Social Welfare, such as:

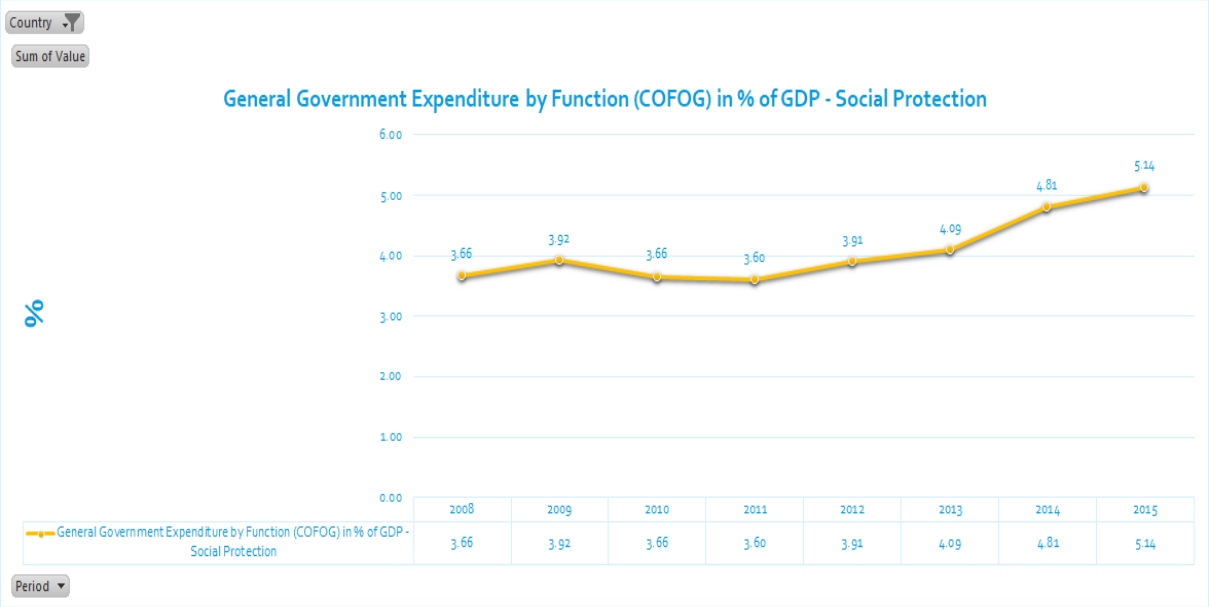
- Trends in the employment rate in %, by gender, age and economy,
- Trends in the unemployment rate in %, by gender, age and economy,
- Trends Inactivity rate in %, by gender, age and economy
- Trends Participation rata in the Labour Market in %, by gender, age and economy.

Here are some examples of how the toolkit can generate charts and graphs that can be used to visualise and compare employment outcomes across countries based on Eurostat data, the Agency of Statistics of Kosovo* and other sources. The charts below show Trends & Benchmarks in some important indicators related to the MLSW field such as:

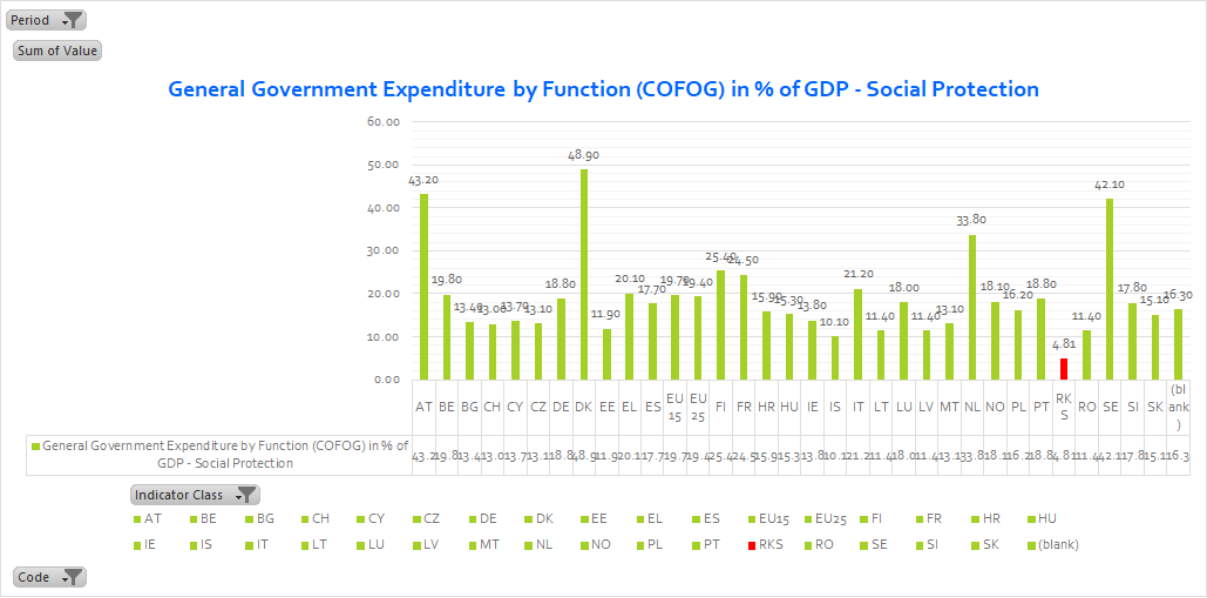
- General Government Expenditures by Function (COFOG) in % of GDP for Social Protection,
- NEET – Youth people neither in employment, education and training in %, by gender and age,

- Employment rate in %,

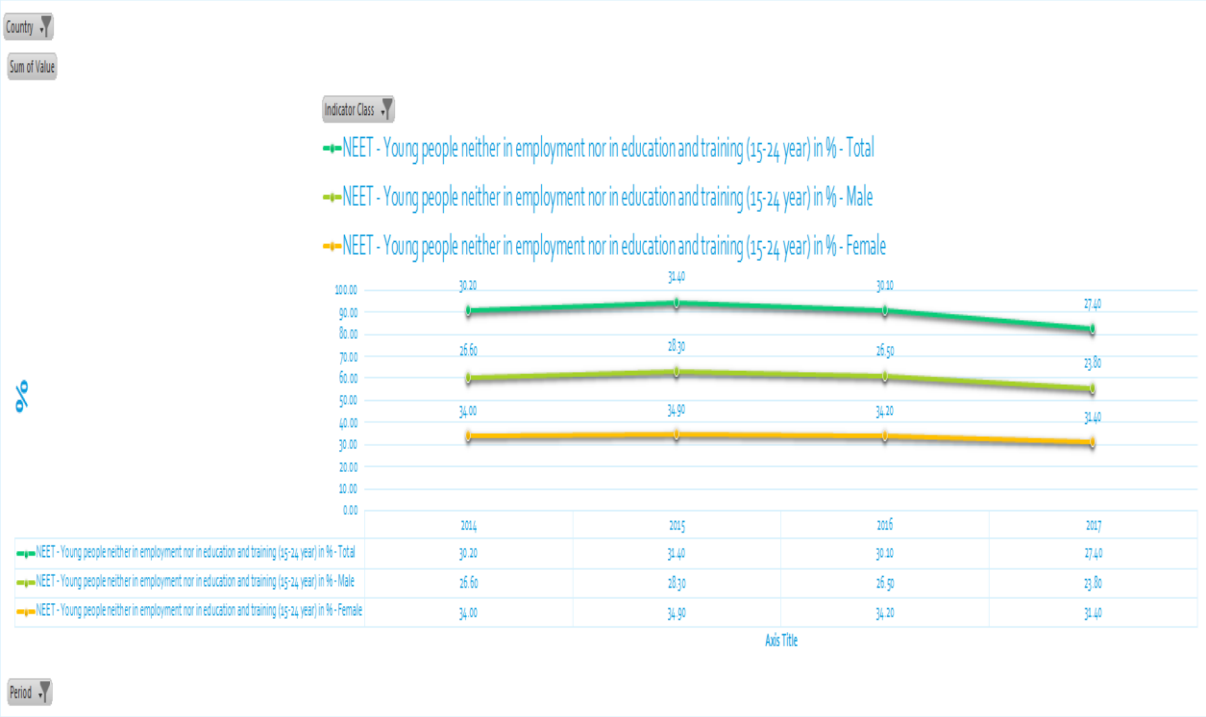
General Government Expenditures by Function (COFOG) in % of GDP for Social Protection as a development trend in Kosovo*



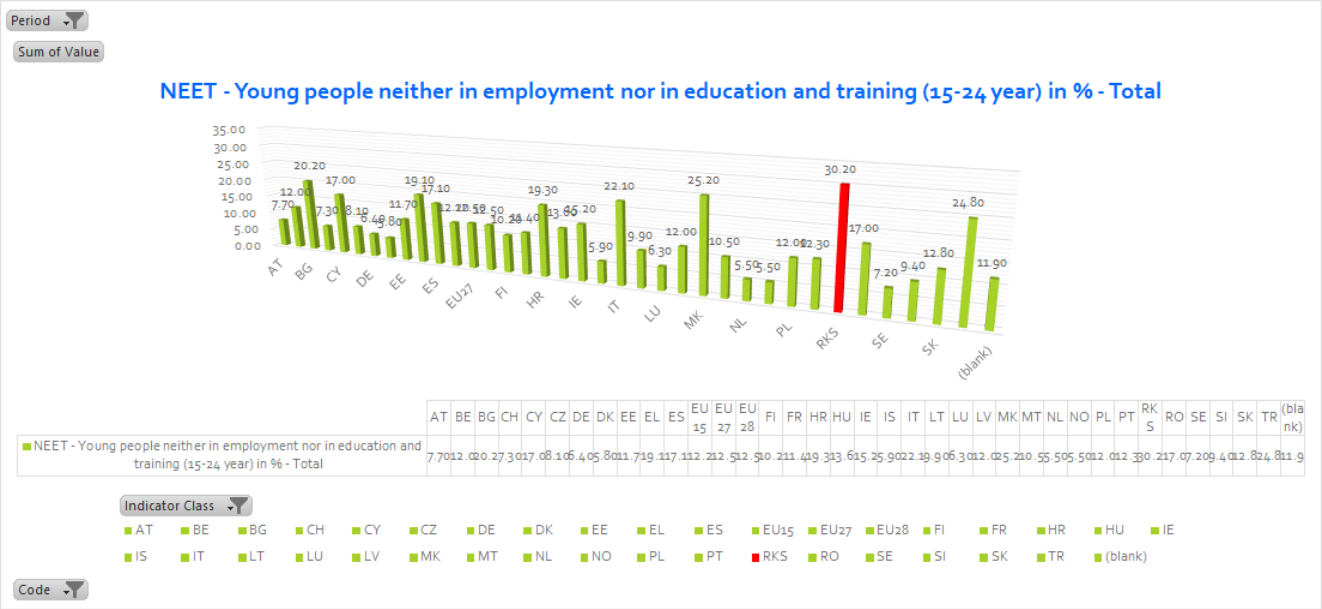
General Government Expenditures by Function (COFOG) in % of GDP for Social Protection in Kosovo* as a benchmark in the comparison across economies.



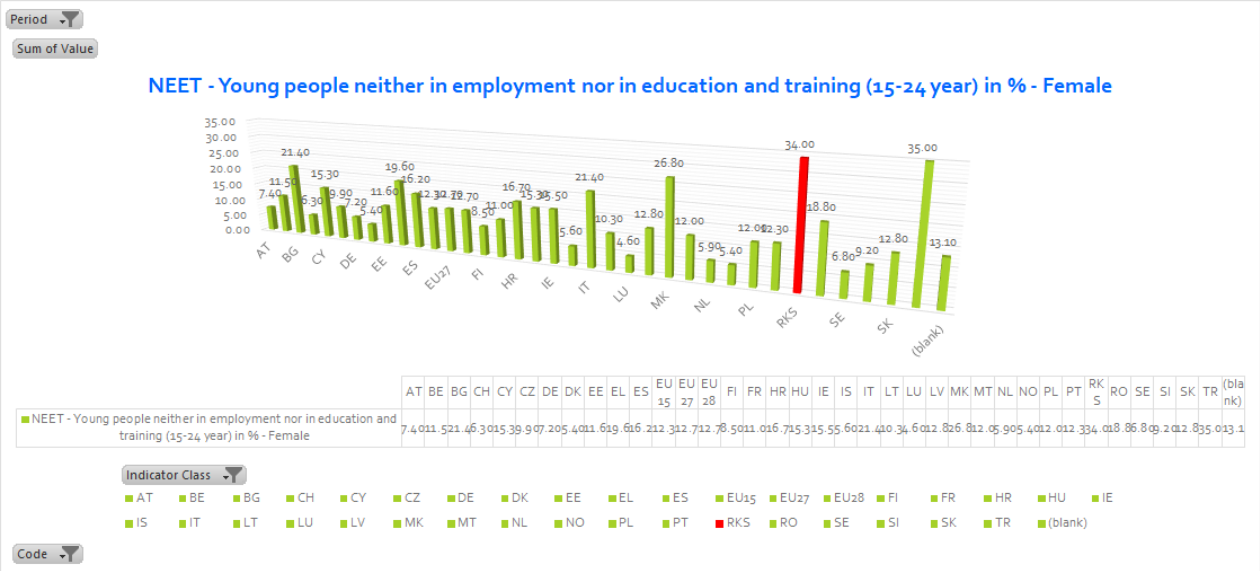
NEET – Youth people neither in employment, education and training in %, by gender and age, as a development trend in Kosovo*



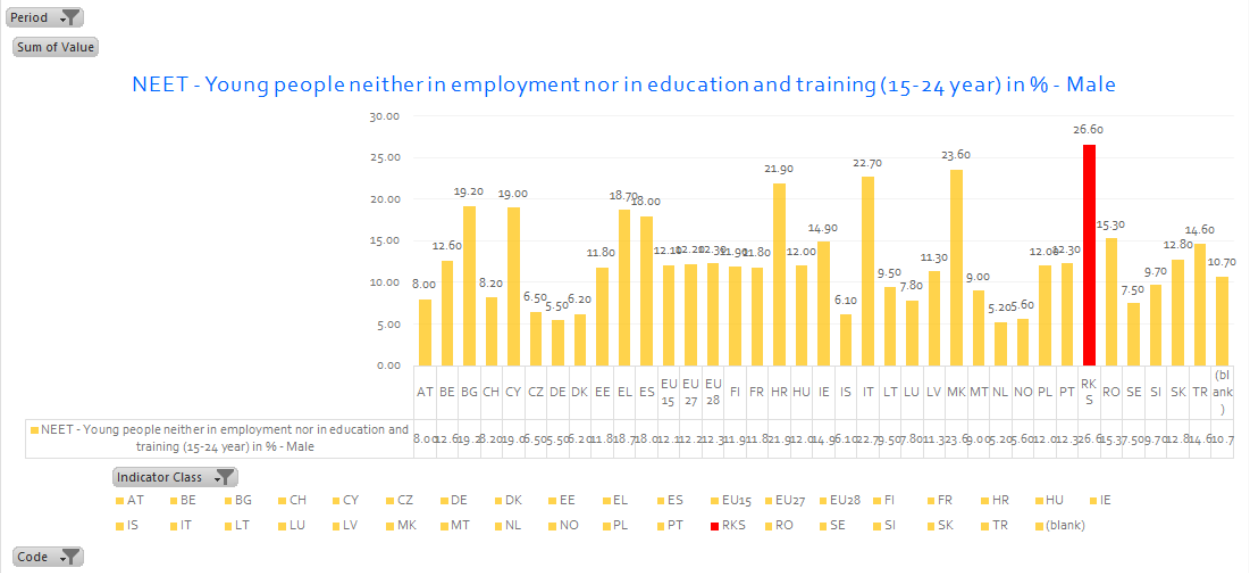
NEET – Youth people neither in employment, education and training in %, by gender and age, as a benchmark in the comparison across economies



NEET – Youth people neither in employment, education and training in %, by gender and age, as a benchmark in the comparison across economies



NEET – Youth people neither in employment, education and training in %, by gender and age, as a benchmark in the comparison across economies



The toolkit offers the possibility of entering data from monitoring of activities and reporting on monitoring activities based on operational indicators and narrative reporting. If data is entered regularly, various reports can be generated to monitor d strategies and action plans.

8 ANNEX

8.1 Annex A: Inventory of Key Sector Performance Indicators (KPI)

This table contains Key Sector Performance Indicators (KPIs) needed for monitoring the strategies and action plans of MLSW and other strategies and action plan related to the mandate of MLSW. This Scoreboard of Indicators was partly extracted from the existing indicators during the screening of the Sector Strategy 2018-2022 and filled and completed with necessary indicators to monitor the impact of strategic objectives and to measure them.

Sector / Area Indicators	2010	2011	2012	2013	2014	2015	2016	2017	Target 2020	Target 2022
Macro Economy Indicators										
GDP in EUR										
GDP per capital in EUR										
Real GDP growth in %										
Imports of goods in million EUR										
Exports of goods in million EUR										
Trade Balance (% of GDP)										
Government Income of GDP in %										
Labour Market and Employment Indicators										
Labour force participation rate in % total										
Labour force participation rate in % male										
Labour force participation rate in % female										
Inactivity rate in % total										
Inactivity rate in % male										
Inactivity rate in % female										
Employment rate in % (20-64 age group) total							**28**		**31.6**	33.60%
Employment rate in % (20-64 age group) male										
Employment rate in % (20-64 age group) female										
Employment rate in % (15+ age group) total										
Employment rate in % (15+ age group) male										
Employment rate in % (15+ age group) female										
Unemployment rate in % total (2012)										
Unemployment rate in % male (2012)										
Unemployment rate in % female (2012)										
Youth unemployment rate in % (15-24 years) total										

Sector / Area Indicators	2010	2011	2012	2013	2014	2015	2016	2017	Target 2020	Target 2022
Youth unemployment rate in % (15-24 years) male										
Youth unemployment rate in % (15-24 years) female										
NEET share of youth population (15-24 years) total										
NEET share of youth population (15-24 years) male										
NEET share of youth population (15-24 years) female										
Education										
Tertiary attainment rate in % (30-34 age group) total										
Tertiary attainment rate in % (30-34 age group) male										
Tertiary attainment rate in % (30-34 age group) female										
Early school leavers rate in % (18-24 age group) total										
Early school leavers rate in % (18-24 age group) male										
Early school leavers rate in % (18-24 age group) female										
Number of Highly Qualified Workforce total										
Number of Highly Qualified Workforce male										
Number of Highly Qualified Workforce female										
Active & Passive Labour Market Policy										
Active LMP expenditure as % of GDP										
Passive LMP expenditures as % of GDP										
Active LMP expenditure per person wanting to work										
Passive LMP expenditures per person wanting to work										
Employment service expenditure per person wanting to work										
Ratio of active to passive LMP expenditures										
Participants in LMP measures divided by the number of persons wanting to work										
Participants in LMP measures divided by the number of persons wanting to work										
Participants in LMP (active) measures total										
Participants in LMP (active) measures male										
Participants in LMP (active) measures female										
Unemployment trap (low wage-earner)										
Unemployment trap (average wage-earner)										
Inactivity trap (low wage-earner)										
Inactivity trap (average wage-earner)										
Unemployment benefit duration, months										

Sector / Area Indicators	2010	2011	2012	2013	2014	2015	2016	2017	Target 2020	Target 2022
Job protection and labour market segmentation										
Long-term unemployed over total unemployment										
Share of employees with a contract of limited duration										
Serious accidents at work										
Fatal accidents at work										
Undeclared work										
Social security paid by employer as a % of total labour costs										
Minimum Wage in Euro per Month										
Poverty and social exclusion										
General poverty rate in % total										
General poverty rate in % male (2011)										
General poverty rate in % female (2011)										
Extreme poverty rate in % total (2011)							**10.3**			
Extreme poverty rate in % male (2011)										
Extreme poverty rate in % female (2011)										
At-risk-of-poverty rate in % total										
At-risk-of-poverty rate in % male										
At-risk-of-poverty rate in % female										
Persistent at-risk-of-poverty rate in % total										
Persistent at-risk-of-poverty rate in % male										
Persistent at-risk-of-poverty rate in % female										
At-risk-of-poverty threshold rate in % total										
At-risk-of-poverty threshold rate in % male										
At-risk-of-poverty threshold rate in % female										
People at risk of poverty after social transfers total										
People at risk of poverty after social transfers male										
People at risk of poverty after social transfers female										
People severely materially deprived total										
People severely materially deprived male										
People severely materially deprived female										
People living in households with very low work intensity										

8.2 Annex B: Inventory of Operational Indicators (KPI)

This table contains a list of Operational Indicators (KPIs) needed for monitoring the strategies and action plans of MLSW and other strategies and action plan related to the mandate of MLSW. This Scoreboard of Indicators was partly extracted from the existing indicators during the screening of the Sector Strategy 2018-2022 and filled and completed with necessary indicators to monitor the impact of specific objectives and to measure them.

Strategic Objective	Specific Objective	Indicator	2010	2011	2012	2013	2014	2015	2016	2017	2018	Target 2020	Target 2022
STO 1	SPO 1	No. of jobseekers employed through PES											
STO 1	SPO 1	No. of jobseekers mediated to employment											
STO 1	SPO 1	No of vacancies identified by PES											
STO 1	SPO 1	Jobseeker profiling designed and integrated in EMIS											
STO 1	SPO 1	No. of service channels											
STO 1	SPO 1	Public funds outsourced to non-public sector against ALMP funds											
STO 1	SPO 2	No. of ALMP beneficiaries											
STO 1	SPO 2	No. of young people (15-24) benefitting from ALMP											
STO 1	SPO 2	No. of women benefitting from ALMP											
STO 1	SPO 2	No. of Social Assistance beneficiaries in ALMP											
STO 1	SPO 2	No. of people with disabilities benefitting from ALMP											
STO 1	SPO 2	No. of minority beneficiaries in ALMP											
STO 1	SPO 3	No. of trained people employed											
STO 1	SPO 2	No. of vocational training accredited programmes.											
STO 2		No. of social service standards											
STO 2		No. of vulnerable groups beneficiaries (RAE communities, people with disabilities women											
STO 2		% of extreme poverty											
STO 2		No. of families benefitting from Social Assistance Scheme and social services											
STO 2		50% e of poor families benefitting from integrated services											
STO 2		No. of social assistance beneficiaries involved											

Strategic Objective	Specific Objective	Indicator	2010	2011	2012	2013	2014	2015	2016	2017	2018	Target 2020	Target 2022
		in employment programmes											
STO 2	SPO 1	No. of applicants' requests and rejections possessing agricultural equipment											
STO 2	SPO 2	No. and type of social services provided by CSWs											
STO 2	SPO 2	No. of approved social service standards											
STO 2	SPO 2	No. of social enterprises providing social services											
STO 2	SPO 2	No. of licensed social workers											
STO 2	SPO 3	No. and type of services still centralized											
STO 2	SPO 4	No. of trained social workers											
STO 3	SPO 1	No. of registered veterans in the database											
STO 4	SPO 1	No. of recommendations/reviews submitted to GoK on minimum wage, labour law, privatisation											
STO 4	SPO 1	informal employment rate											
STO 4	SPO 1	No. of recommendations/reviews proposed by professional commissions for discussion at ESC											
STO 4	SPO 1	% of employers observing minimum standards											
STO 4	SPO 1	No. of inspections carried out											
STO 4	SPO 1	No. of mechanisms established and operational											
STO 4	SPO 1	No. of joint inspections carried out											
STO 4	SPO 1	No. of institutions exchanging information on reducing informal employment											
STO 4		No. of pension contribution based beneficiaries											
STO 4		Amount of pension contribution based benefits in (EUR million)											
STO 4		No. of disability pension beneficiaries											
STO 4		Amount of disability pension benefits in (EUR million)											
STO 4		No. of early retirement scheme for KPC and TREPÇA beneficiaries											

Strategic Objective	Specific Objective	Indicator	2010	2011	2012	2013	2014	2015	2016	2017	2018	Target 2020	Target 2022
STO 4		Amount of early retirement scheme for KPC and TREPÇA beneficiaries in (EUR million)											
STO 4		No.of war invalid scheme beneficiaries											
STO 4		Amount of war invalid scheme beneficiaries in (EUR million)											
STO 2		No.of social assistance scheme beneficiaries											
STO 2		Amount of social assistance scheme beneficiaries in (EUR million)											
STO 1		No.of labour market and maternity leave beneficiaries											
STO 1		Amount of labour market and maternity leave beneficiaries in (EUR million)											

8.3 Annex C: Short Guide on Key Sector Performance Indicators – Sector KPIs

This short guide presents two (2) levels of dimension indicators, the context indicator, approximate time when they are published and the source where they can come from.

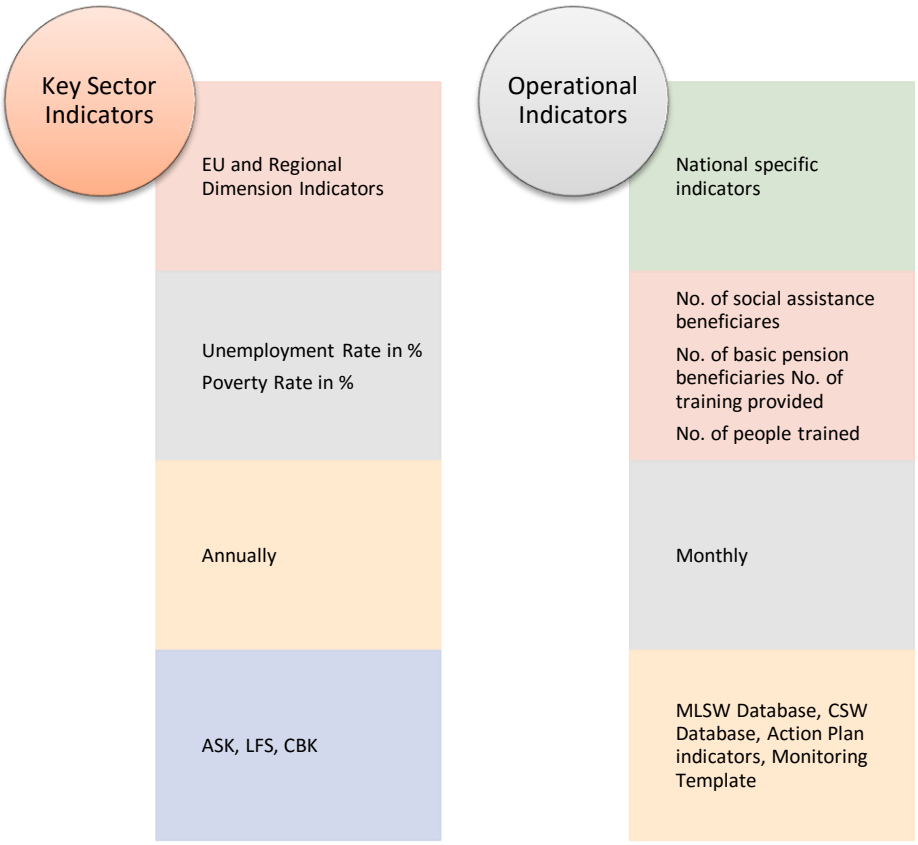


Figure 2: Timeline on EU Dimension Indicators, Specific Indicator and Action Plan Indicators

8.4 Annex D: Short Guide on Operational Monitoring Indicators

Indicators can be classified as input, output, outcome and impact indicators. Understanding the differences between input, output, and outcome indicators is important for capturing the cause-effect relationship within your combination of indicators is a necessity in monitoring. Usually, distinguishing the input, output, outcome and impact indicators is a difficult task and can lead to a combination and inconsistency in planning and monitoring. This Monitoring Guide – How to select the right indicator is provided to make the understanding of indicators simple.

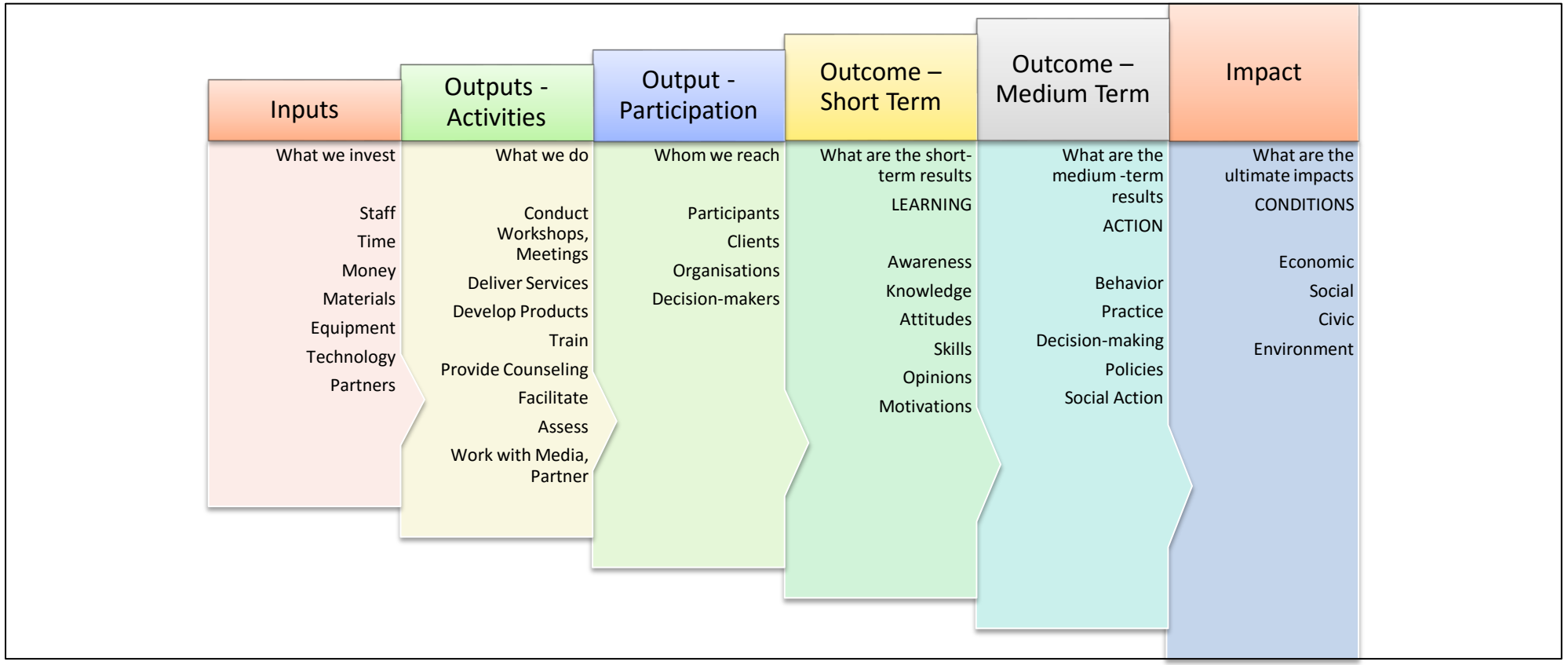


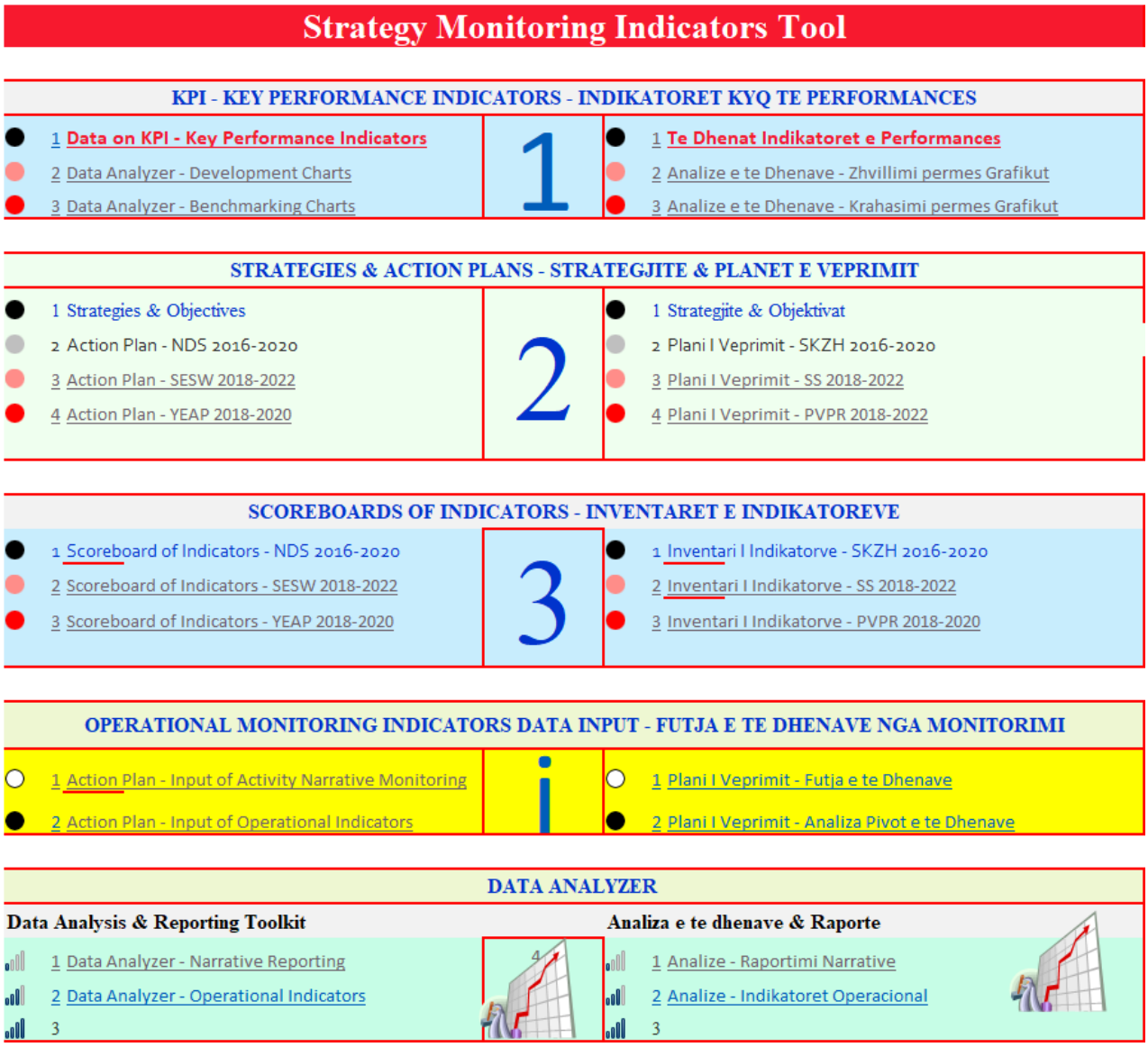
Figure 3: Monitoring Guide - How to select the right indicators

8.5 Annex E: The Strategic Planning & Monitoring Template

The aim of this annex is to t present the content of the proposed and standardised strategic planning and monitoring template for strategic documents and related action plans for all monitoring mechanisms and strategic planning development of the ministry and related strategic planning offices.

15	2	3	4	5	6	16	17	18	19	20	21	22
When			#	What	What	Who	What	How many	How many	How much		When
Data	Ref. No.	Strategic Doc.	Strategic Objective	Specific Objective	Action	Partner Organisation	Measure/Indicator	Indicator Quantity - Value	Quality Indicator	Expenses / Costs	Notes / Doc	End Date
Data	Nr. Ref	Dok Strategjik	Objektivi Strategjik	Objektivi Specifik	Veprimi	Partner Organizata	Njesia Matese/Indikatori	Indikatori – Sasia - Vlera	Indikatoret e Cilesise	Shpenzime / Kosto	Shenim / Dok	Data Mbarimit
							Input Indicators					
							Output Indicators					
							Outcome Indicators					
							Impact Indicators					

8.6 Annex A: Overview of the Monitoring & Benchmarking Data Tool



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