



Annexes to the Evaluation Report

Evaluation of Inter-Agency (Sectoral) Intervention for Case Management of Justice for Children in Targeted Jurisdictions in Albania

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Annex A: Detailed Country Context

1.1 Context

This section includes the following contextual descriptions which are meant to be a brief overview to facilitate an understanding of how they impact children in contact and conflict with the law:

- **General country context:** This section will help facilitate a general understanding of the situation in Albania.
- **Child rights and protection mechanisms – legal, institutional and strategic framework.** This section outlines the legal, institutional and strategic framework in place to protect children.
- **Social care services:** Social protection plays a crucial role in providing services to children in contact or conflict with the law. The Ministry of Health and Social Protection facilitates and manages social sector services at the national level and works with social services in the municipalities. The Ministry is a key stakeholder with overarching influence over Programme activities and objectives at both national and local levels.
- **Justice sector:** Justice for children resides as part of the overall justice sector and can impact the delivery of justice to children in contact and conflict with the law. The justice chain includes the police, judiciary, general office of prosecution, ministry of justice and the prisons. Other national entities are also involved. See Appendix F for a complete stakeholder analysis.
- **Justice for children:** Changes in justice for children have been emerging over the last 7-10 years and have a substantial influence on access to justice, due process and outcomes for children in contact and conflict with the law.
- **Case management systems/mechanisms for children in need of protection.** As indicated in the ToR, there are four case management systems operating at the local level, including: child in need of protection, domestic/sexual violence cases, victim of trafficking/potential victim of trafficking, and the Needs Assessment Referral Unit.

Context: General Country Context¹

Albania is an upper middle-income country of about 2.8 million people with a high level of human development.² The country is a member of NATO and the UN Security Council 2022–2023, and is on a path toward accession with the European Union (EU).

Despite the challenges posed by the triple shock of the earthquake of November 2019, the COVID-19 pandemic (2020-2023), and the start of the war in Ukraine in 2022, Albania has continued to show its commitment to EU-oriented reforms and delivered tangible and sustainable results. The first Inter-governmental Conference in July 2022 marked the opening of accession negotiations with the EU.³ Albania is the only country in the region that has signed cooperation agreements with all justice and home affairs agencies of the EU. The third National Strategy for Development and European Integration (NSDEI) 2022–2030 has been prepared in consultations with all stakeholders, including the UN, and has the potential to strengthen the interface between the socio-economic and environmental targets and overall governance reforms. Also, it will play an important role in implementation of the Government of Albania and [United Nations Sustainable Development Cooperation Framework \(UNSDCF\) 2022–2026](#).

The political environment in Albania is still facing challenges, which need to be addressed especially in the context of the European Integration Process for the country. A democracy score rating by Freedom House reports that Albania's Democracy Score declined from 3.86 in 2016 to 3.75 in 2022.⁴

¹ The section draws heavily on the [UN Albania Annual Progress Report 2021](#) and the [2022 Progress Report of the Programme of Cooperation for Sustainable Development 2022-2026](#), which provides full citations for the information provided.

² See [The World Bank in Albania](#).

³ See [The Council of the European Union](#).

⁴ See Freedom House [Democracy Scores](#).

The Socialist Party was confirmed for a third consecutive mandate in the 2021 elections, with its focus on recovery and reconstruction. In May 2023, Albania held an election for mayoral positions in all municipalities and the majority party retained control of most of the mayoral seats.

While the government seeks to address the many challenges facing Albania and has included agriculture, energy, digitalization, tourism and fighting corruption among its priorities, with European integration as the guiding goal, the UN noted a number of on-going challenges⁵ that need to be addressed, including, in part:

- Human, technical and financial capacities require further enhancement to uphold children's rights and address the socioeconomic consequences of the coronavirus disease 2019 (COVID-19).
- Enhanced national efforts are needed to address environmental hazards – changing climate, deforestation, soil erosion, water pollution, earthquakes, floods and droughts.
- Children and adolescents at greatest risk of being left behind include those from low-income and single-parent households (particularly females), girls, those from Roma and Egyptian communities, those with disabilities, those from isolated rural communities, and those who arrived in Albania as refugees and migrants in mixed movements, including unaccompanied and separated children and victims of human trafficking.
- Despite ratifying international human rights instruments Albania does not systematically monitor child rights.

The general context in Albania can significantly impact the ongoing provision of services to children in contact and conflict with the law, in particular the impact of COVID-19, the 2019 earthquake and the national focus on EU accession.

Context: Child rights and protection mechanisms - Legal, institutional and strategic framework

Albania has developed a legal, institutional and strategic framework related to the development and enforcement of legal rights for children which are summarized below.

Legal framework

The key laws establishing the framework for the rights and protection of children in Albania include:

- [Law No.18/2017 “On the Rights and Protection of the Child”](#), June 2017: The purpose of the law according to Article 1 is to “define the rights and protection that any child is entitled to, the mechanisms and responsible authorities that shall guarantee effective exercise of, respect for, promotion of these rights, and also the special protection of the child.” The Law defines the duties, institutions, structures, and mechanisms to ensure respect for children's rights and their needs for protection.
- [Law No.37/2017 “Code of Criminal Justice for Children”](#), 1 January 2018 (hereinafter, the Code): Strengthens the justice system for children and aligns it with international standards and norms. The Code guarantees a legal framework for children, promotes the reintegration of the child in conflict with the law, protection of rights of the child victim or witness and prevents the re-victimization of a child who has previously been a victim of a criminal offense.
- DCM No. 578, dated 3.10.2018, “On Case Management Referral Procedures, Individual Protection Plan Development and Content, Expense Financing for its Implementation and the Implementation of Protection Measures.”
- DCM No. 353, dated 12.06.2018 “On the Functioning Rules of the Intersectoral Technical Group on Child Protection in Municipalities and Administrative Units.”
- Law No. 139, dated 17.12.2015. “On Local Self-Government”, DCM No. 691, dated 29.07.2015 “On the Approval of the Intersectoral Strategy on Decentralization and Local Government,” as amended by DCM No. 783, dated 07.10.2020.

⁵ See [Country programme document](#), September 2021.

- DCM No. No. 499, dated 29.08.2018, “On Adopting Standard Operating Procedures for the Protection of Victims and Potential Victims of Trafficking.”
- DCM No. 327, dated 02.06.2021 “On the Work Coordination Mechanism among Responsible Authorities for the Referral of Cases of Domestic Violence and Relevant Proceedings, for purposes of Supporting Violence Victims Rehabilitation.”
- Decision No. 129, dated 13.03.2019 “On Identification, Immediate Assistance and Referral Procedures for Economically Exploited Children, including Children in Street Situation.”
- Decision No. 207, dated 10.04.2019 “On Defining Competent Authorities and the Procedure for Fulfilling Obligations Assigned by the Court for Children in Conflict with the Law.”

Institutional framework

The institutional advisory and coordination mechanisms for the rights and protection of the child, in accordance with the scope of their activity, are at the national and local level. The responsible institutions collaborate and coordinate their work in implementing state legislation and policies on child rights and protection, as well as collaborating with non-profit organizations to implement national and local policies for the protection of child rights and the provision of services which are necessary for their protection.

Since 2017, which coincides with the entry into force of the law 18/2017, the National Council for the Rights and Protection of the Child is summoned periodically and functions according to the Decision of the Council of Ministers which regulates the procedures of its chairmanship and meetings. A novelty of this council is the participation of children in roundtables with important institutional and nongovernmental organizations and stakeholders. Giving voice to children nationally is an achievement in respecting and enforcing the rights of children in Albania.

The State Agency for the Rights and Protection of the Child is a legal entity under the Ministry of Health and Social Protection that coordinates work on child rights and protection issues. The Agency is headed and represented by the chairperson and the structure of the agency is approved by the Prime Minister, on the proposal of the Minister of the Ministry of Health and Social Protection. The structure is composed of 1 chairperson and 6 employees of civil servant status. Given the legal duties entrusted to this institution, this structure is small in human resources.

In the implementation of laws and by-laws in the function of enforcing the rights and protection of the child, it is impossible to cover only one state structure. The main ministries which are part of the National Council on the Rights and Protection of the Child and are charged with the Decision of the Council of Ministers with responsibilities for national strategic plans and the implementation of children's rights includes the Ministry of Finance and Economy, Ministry of Interior, Ministry of Europe and Foreign Affairs, Ministry of Education, Sport and Youth, Ministry of Justice, Ministry of Culture, Ministry of Health and Social Protection.

At the local level, municipalities “are responsible for the establishment of the respective child protection structures at municipality and at administrative unit level under their subordination, in implementing standards, and, through these, an integrated system of protection of the child.”⁶ In Albania, there are 12 counties which are further subdivided into 61 municipalities.

The inter-sectorial technical group at the municipal or administrative level is one of the formats that the law requires to be set up to manage cases of children in need of protection.

Strategic framework

The strategic framework includes the plans to achieve the goals of juvenile justice reform. The Government of Albania has identified more than 18 strategic plans that affect juveniles. Three specific plans include the National Strategy on Juvenile Justice and its Action Plan 2018 – 2021, 4-Year Report on the Implementation of the National Agenda on the Rights of the Child 2017 2020 and National Strategy on Gender Equality 2021 – 2030.

In 2021, the Government of Albania adopted the [National Agenda on the Rights of the Child 2021 – 2026](#). The agenda consolidates the work done in the previous National Agenda on the Rights of the

⁶ See Article 46 of Article 34 of Law No.18/2017 [Law No.18/2017 'On the Rights and Protection of the Child', June 2017](#).

Child 2017 - 2020 and supplements other efforts that expired after 2021 such as the first [National Justice for Children Strategy and Action Plan 2018-21](#), [National Agenda on the Rights of the Child 2017 - 2020](#), and the [National Strategy for Development and Integration 2015-2020](#).

The National Agenda provides a coordinated framework of engagement between line ministries, local government units, independent institutions, civil society and international organizations and serves as a practical guide for their activities and cooperation at the national and local level to achieve equitable access to justice for children.

Context: Social Care Services

In Albania, the right to social protection is established by the [Constitution](#), in particular Articles 49, 51, 52, 55, as well as specific laws regulating social protection benefits. The social care system is based on legislation⁷ promulgated in 2016 that is in line with EU standards and the principles of the European Social Charter.⁸ The system is based on the principles of decentralization and deinstitutionalization, aiming at inclusion of vulnerable groups in social protection programs. However, problems remain. As noted by UNDP, the legal framework appears to assign clear responsibilities to municipalities in planning, budgeting and managing social services. Nevertheless, “the instruments for delivery remain vague. The concept of a minimum, mandatory set of services at the local level was actively embraced and endorsed by the national government, but financing social care services remains a challenge both at the national as well as local government level.”⁹

Articles 36 and 37 of Law 121/2016, ‘On social care services in the Republic of Albania,’ defines the role of the municipality in terms of social care services, including the structures that must be established and operate thereof, in order to operationalize a system at the local level. Within the scope of the law, the municipality should have structures set up at two levels:

- The structure responsible for social care services in the municipality.
- Needs assessment and referral unit (NARU), established at the level of administrative units.

The responsible structure at the municipal level includes functions related to strategic management, service planning, monitoring, procurement, support of Needs Assessment Referral Units (NARU) structures with capacities, and operate as a bridge between the latter and the municipal decision-making leadership, in terms of social care services (Municipal Council or Mayor). The specific tasks of the responsible structure include:

- Identification of social care service needs in the territory under the municipality jurisdiction.
- Social care service needs assessment according to the vulnerability mapping.
- Drafting of the local Social Draft-plan, costing the necessary identified services, as well as preparation of the respective annual and medium-term budget programs, for approval by the Municipal Council.
- Planning of the annual distribution calendar and ensuring the annual provision of the basic package of social care services.
- Provision of social services by: outsourcing the services to the private sector and setting up and using public services.
- Establishment and implementation of the service performance management system, based on local standards and national minimum standards, which are approved by Instruction of the minister responsible for social affairs.
- Development and implementation of a system of performance measurement indicators, which also includes gender indicators.
- Establishment of a service supervision system within the municipality.
- Proposal of the beneficiaries of social care services for approval by the Municipal Council.

⁷ Law No.121/2016, ‘On Social Care Services’.

⁸ See the [European Social Charter](#).

⁹ UNDP, ‘[Local budget spending on social care services](#),’ p. 10, December 2022.

This structure also performs functions related to:

- Administration of cash economic assistance and cash allowance for disability, in accordance with Law No. 9355 (as amended) for economic assistance.
- Child protection, in accordance with the Law “On the rights and protection of children.”
- Measures for protection from domestic violence, in accordance with Law No. 9669, dated 18/12/2006, “On measures against violence in family relations”, as amended.

The NARU is the implementing structure of local and national social policies, providing direct services to individuals in need. The specific tasks of NARU include:

- Identification of cases of individuals and families in need.
- Initial needs and risk assessment for individuals in need.
- Informing and counselling the public on the rights and opportunities for care and treatment, counselling on possible health and education services at the local level, counselling on employment, informing on social payments in cash.
- Drafting an individual care and support plan.
- Coordination of support for individuals and families in need, as well as referral to social care services at local, regional and national levels, according to the area of responsibility and the opportunity to provide the necessary service.
- Preparation of the necessary documentation for each individual to benefit from community services or residential service that meets the needs of the individual.
- Ongoing monitoring of the progress of cases, as well as assessment of the adequacy of the service provided.
- Entering the relevant data in the National Electronic Register for the administrative unit depending on the municipality, according to the definition of Article 29, paragraph 2 of Law 121/2016.
- Application for cash assistance scheme and disability allowance.

The source of funding for social care services provided by public and non-public institutions consists of funding allocated by the State Budget, including the social fund, funding allocated by the budget of local government units, income generated from assets and other activities of the municipality and service fees to the beneficiaries of social care services.¹⁰

The social fund for the financing of social services was activated for the first time in December 2019, with a dedicated budget for municipalities to fund the establishment of services. The goal was to finance 35 municipalities by the year 2022, prioritizing local units that do not currently offer any services. Meanwhile, for municipalities with limited capacity to provide services due to insufficient resources, it was suggested that they consider the possibility of harmonization with nearby municipalities and encourage the inclusion of local social care services for children and families in their social plans.

The Social Protection Strategy 2020-2023, highlights the Social Fund as a financial instrument that enables each municipality to develop social services within their territory for vulnerable groups. This ensures the provision of minimum social services and the sustainability of current services, as specified in each municipality's social plan. The strategy identifies the effective planning and management of funds by each municipality as a significant challenge.¹¹

Although they have similar functions, municipalities in Albania vary greatly in terms of territorial size, geographical terrain, demographic, social, and economic profiles, financial situations, generated income levels, service needs, service offerings, distance from other municipalities, and development opportunities, among others. Additionally, in a significant number of municipalities, particularly in smaller ones, there is a lack of presence of non-governmental organizations. Under these conditions, both the local social fund and the social fund of the Ministry of Health and Social Protection are insufficient to create the necessary service offerings. Ensuring the sustainability of services beyond

¹⁰ See [A Review of Local Budget Spending on Social Care Services](#).

¹¹ See [Fondi Social–një realitet mes sfidash lokale](#).

2023 remains problematic. This reality is particularly challenging for smaller municipalities, which have limited opportunities to increase their own revenue.¹²

According to Article 8 of Law 121/2016 on "Social Care Services," eight types of social care services are defined: preparatory services, residential services, community-based services, family-based services, specialized services, counselling services, 72-hour emergency services, and alternative care services.¹³

The topology of social services for children includes social care services provided at home to children (homecare services), community services (day-care services or temporary replacement of the guardian) and alternative care services to children without parental care, i.e. foster family.¹⁴

There are 53 municipalities in Albania that do not have services available for marginalized youth, trafficking victims, and children in contact or conflict with the law. Only in the Tirana district are all types of services offered, catering to all beneficiary groups. The Dibër district has the lowest number of service types available.¹⁵

Despite the fulfilment of the legal framework and the piloting of a series of social services initiatives at the local level in 2019, child services account for 27% of the services offered by public social services, with approximately 69 social centres providing services for children. Additionally, 3 municipalities (71%) do not have services for children. Thirty-seven municipalities (61%), do not offer services for individuals with disabilities, and 39 municipalities (64%), do not provide services for individuals in need.¹⁶

Specialized services are provided by various professionals to children with pervasive disorder of development, mental illness, communication disorder, children in need of physical recovery, sexually abused children, children in contact or conflict with the law as well as abused, violated or trafficked women and girls. Services are mainly available in large urban areas (90% of the services are available in urban areas) and 75% of these services are available in the western and central parts of the country.¹⁷

Context: Justice Sector

Albania's current judicial system was established in 1998 when Albanians voted on and approved the Constitution of the Republic of Albania. A series of laws and judicial acts have been enacted since establishing the current structural and operational framework of Albania's judicial branch. Albania has a civil law system modelled after the French law system. The Constitution has the highest legal authority followed by ratified international agreements, which prevail over domestic laws, and sub-legal acts issued by the executive branch.¹⁸

Albania has a three-tiered court system composed of first instance courts, courts of appeal, and the High Court. In addition, a Constitutional Court, which is formally outside the judicial hierarchy and is independent of all branches of government, exists to interpret and guarantee compliance with the Constitution.¹⁹ The High Judicial Council has oversight of the national judiciary and is responsible for executing reform.

The Ministry of Justice is responsible for the implementation of government justice policy, the Albanian legal system in the Constitution and general criminal law as well as matters relating to democratic issues, human rights, integration and minority issues. The Ministry of Justice is responsible for implementation of justice system reform, the justice for children Strategy and the Criminal Justice for Children Code.

¹² Ibid.

¹³ See [Mapping the social services in Albania](#).

¹⁴ See [A Review of Local Budget Spending on Social Care Services](#).

¹⁵ See [Mapping the social services in Albania](#).

¹⁶ See [Mapping the social services in Albania](#).

¹⁷ See [Social Care System in Albania](#).

¹⁸ Information derived from '[UPDATE: Researching the Albanian Legal System](#)'.

¹⁹ For detailed information regarding the history of the judiciary: American Bar Association Rule of Law Initiative, [Judicial Reform Index for Albania](#), Volume IV, December 2008, p. 5.

The General Office of Prosecution is the highest judicial authority exercising criminal prosecution of entities or individuals and represents the state in court, including the prosecution of juvenile cases. Beginning in 2014, the Parliament of Albania, in support of EU accession negotiations, began a series of reforms, including, in part, the amendment of the Constitution, the development or amendment of approximately 40 laws, development of strategies and action plans and a series of institution-building/institution strengthening measures.

As part of this process, the Special Parliamentary Commission for Reform in the Justice System issued the [Ad Hoc Commission Decision on the Justice Reform](#) (no. 96/2014, dated 27.11.2014) that included a transfer of power from the executive towards the judicial council, the creation of a new body empowered to inspect alleged misconduct of judges, prosecutors, and other justice system officials, the decentralization of the prosecutorial system (which was heavily centralized in the person of the Prosecutor General), the introduction of the [Justice Appointments Council](#) (and advisory body designed to increase the quality of high ranking justice officials), the introduction of special structures for the prosecution and adjudication of corruption and introduced a transitional, one off, vetting system designed to scrutinize the integrity and professional proficiency of sitting judges and prosecutors.

Regarding the vetting process, by the end of September 2022, 554 of 800 judges were vetted and according to the EU around “64% of the vetting dossiers processed so far resulted in dismissals, resignations or the termination of mandate of vetted magistrates.”²⁰

According to the European Commission, comprehensive justice reform continues in 2023 resulting in good progress overall.²¹ Two new judges were appointed to the Constitutional Court in March and September 2022, further improving the court’s ability to carry out its mandate. There was also progress with the High Court, which now has 15 sitting judges, enabling it to reduce the case backlog for the first time in six years, to begin unifying case law and to appoint judges to the Constitutional Court.²² Further appointments to the High Court are expected. However, long proceedings, a low clearance rate and a large case backlog continue to negatively impact the efficiency of the judicial system.²³ To tackle these problems, on 23 July 2022, the Council of Ministers approved the joint proposal of High Judicial Council (HJC) and Ministry of Justice (MoJ) for a new judicial map reducing the total number of courts of first instance from 22 to 13, 1 Appeal Court and 2 Administrative Courts of First Instance. Additional efforts are still required to put the judicial map into effect, as well as to improve the case management system and the training system for magistrates.²⁴

On procedural rights, the legal basis for free legal aid is complete and is being applied. Primary and secondary legal aid are delivered at national and local level. The number of people that have benefited from free legal aid has increased considerably since the approval of the law in 2017.²⁵ Despite the legal framework on free legal aid and the institutional set up to guarantee it, only a few children benefit from legal aid compared with the number of children involved in civil, criminal, family and administrative law processes.²⁶ Some progress was made on standards for interviewing children in contact or conflict with the law.²⁷

Context: Justice for children

On 1 January 2021 the population in Albania comprised 2,829,741 inhabitants, of which 579,203 (20.5%) were children (age 0–17 years).²⁸

According to the UN, around 17,500 children interact annually with a “justice system that is not friendly to children and adolescents. The system operates in a context of social inequality and little

²⁰ See [UN Albania Annual Progress Report 2022](#), p. 4.

²¹ European Commission, p. 4.

²² See [Key findings of the 2022 Report on Albania](#).

²³ Ibid.

²⁴ [Commission Staff Working Document](#), Albania 2022 Report, p 34.

²⁵ Ibid. p. 36.

²⁶ Ibid.

²⁷ Ibid.

²⁸ INSTAT, [Child-Adolescent and Youth-Focused Well-being Indicators in Albania: Data from 2017-2021](#).

assessment of social circumstances. Girls, Roma and Egyptian children, those from poor families and children with disabilities disproportionately lack access to justice.”²⁹

The Albania Institute of Statistics (INSTAT) publishes justice statistics relate to children. Some general statistics indicate:

- The number of child (0–17 years) victims of criminal offences registered by the police from 2017 to 2021 averaged 197 per year per 100,000 children.
- The average rate of child (9–17 years) alleged offenders (per 100,000 respective population), was 708 per year between 2019–2021.
- Number of 14–17-year-olds sentenced to deprivation of liberty by a court of first instance for criminal offences or misdemeanours averaged 91 per year between 2019–2021.
- Number of 14–17-year-olds sentenced alternatively in comparison to the total number of that age sentenced by a court of first instance for a criminal offence or misdemeanour, averaged 217 per year between 2019–2021.

More specifically, INSTAT reports that child victims of criminal offences registered by the police decreased from 2017 to 2021 from 209 (per 100,000 children) to 198. However, child victims and potential victims of human trafficking as a proportion of the total number of victims increased steadily between 2019–2021 reaching 70% in 2021 compared to 65% in 2019.

Regarding human trafficking, it is interesting to note that the proportion of female victims and potential victims of human trafficking decreased from 69% in 2019 to 46% in 2021. However, the proportion of male victims and potential victims increased from 31% to 54% in the same period.

The number of child offenders (9 – 17 years old), per 100,000 respective population, was 417 in 2019, 1,064 in 2021 and 664 in 2021.³⁰ The wide fluctuation of child offenders is not explained.

One of the goals of a child friendly justice system is to keep children out of prison by sentencing them to alternative measures. In 2019, 58.2% of children (aged 14–17) were sentenced to alternative measures, compared to 72.8% in 2020 and 39.6% in 2021.³¹ While there is a substantial decrease between 2019 and 2021, the fluctuation that occurred in 2020 is not explained and data over a wider range of years is needed to determine a long-term trend.

On a more positive front, the number of children detained in institutions after being sentenced decreased significantly from 2019 to 2021 from 2.6% (per 100,000 respective population) to 0.7%. However, the number of children detained on pre-trial detention remained relatively stable from 12.3% (per 100,000 respective population) in 2019 to 13.1% in 2021. While this number changed little between 2019 and 2021, it still indicates that 87-88% of children are not detained prior to the disposition of their case.

In 1991, Albania began an active reform process to build an independent, accountable and efficient justice system³² in order to gain accession to the European Union (EU). Admission to the EU comes with a number of obligations, including the “obligatory compliance with international standards regarding human rights and justice for juveniles.”³³ The judicial reforms included the creation of a juvenile justice system, although the creation and conceptualisation of the current juvenile justice system is mainly attributable to the justice system reform initiated in 2014.

Prior to the period of reform, justice for children was mainly punitive. The concept of restorative, rehabilitative or integrative justice was unknown and the system had a disproportionately negative affect on children in contact or conflict with the law.³⁴ Some of the issues affecting children in contact or conflict with the law included lengthy or inappropriate pre-trial detention, unsuitable detention facilities, lack of legal aid, disproportionate prison sentences and lack of access to professionals with

²⁹ See [Country programme document](#), p. 5.

³⁰ See [Child-Adolescent and Youth-Focused Well-being Indicators in Albania: Data from 2017-2021](#).

³¹ Ibid.

³² For a comprehensive review of judicial reforms see ‘[The Reform of Justice in Albania](#),’ Beijing Law Review Vol.11, September 10, 2020.

³³ Mandro, Dr. Arta, ‘[Juvenile Justice in Albania. An analysis of the juvenile justice system and the situation of juveniles in Albania](#)’, June 2007, p. 15.

³⁴ See [Expanding the restorative imagination: Restorative justice between realities and visions in Europe and beyond](#).

expertise issues related to children in contact or conflict with the law. Additionally, there was an absence of coordination between professionals in the justice sector, local and state government and professionals or organizations in the private sector.

In 2015, the Ad Hoc Committee for the Reform of Justice System, published an Analysis of the Justice System in Albania,³⁵ where they noted, numerous issues related to children, including unstructured prison sentences, not taking children's needs into account, reintegration issues, lack of a strategy and action plan on juvenile justice, no specific rooms in the police stations for children under 14 years of age and no assistance by the psychologist is provided when the child is interrogated during the night, weekend or official holiday.³⁶

As a result of the Ad Hoc Committee's work, Albania began promulgating changes related to children in conflict and contact with the law³⁷ and by 2017 numerous reforms were in the pipeline, culminating in Law No. 37/2017, Criminal Justice for Children Code (the Code).³⁸ The object of the law according to Article 1 states that it "contains special provisions on the criminal responsibility of juveniles, procedural rules of investigation, criminal prosecution, court proceedings, execution of criminal sentences, rehabilitation or of any other measure involving a child in conflict with the law, as well as child victims and/or witnesses of criminal offences." The Law defines the duties, institutions, structures and mechanisms to ensure respect for children's rights and establishes intersectoral coordinating roles in the field of child rights.

The Code is considered to be mostly in line with international standards and the total body of EU law accumulated thus far (*acquis communautaire*). The Code contains special legal norms related to the criminal responsibility of children, legal requirements for the training and specialisation of the professionals involved in legal processes affecting children, procedural rules related to the investigation, diversion, criminal prosecution, judicial process, execution of the criminal sentence decision, reintegration and rehabilitation, tertiary prevention of juvenile criminality or any other measure involving a child in conflict with the law, a child victim and/or witness of a criminal offense, as well as rules for young people from the age group of 18 to 21 years.

The multidisciplinary approach to child-friendly justice is another improvement brought by the Code,³⁹ causing the juvenile justice system to be viewed in an integral and multidisciplinary manner. According to the Code, the social and educational services, the state police, the probation service and the prosecutor's office should cooperate not only in prevention, but also in determining, in part, restorative measures for children in contact or conflict with the law, especially for their rehabilitation and reintegration. Close cooperation between different professionals is envisaged by the Code with a view to conduct an assessment of the child's case and needs in several aspects, such as legal, psychological, social, emotional and physical, and to provide the necessary support for decision-making in the best interest of the child.⁴⁰ Currently, there is no Decision of Council of Ministers (DCM) that regulates the functioning of the multidisciplinary support group for children in contact or conflict with the law above the age of criminal responsibility at the local level.

In 2018, the Ministry of Justice (MOJ), with support from UNICEF, developed the Justice for Children Strategy (2018-2021) to promote and effectively protect the rights and needs of children in contact or conflict with the law, children victims or witnesses of crime, children under age of criminal responsibility, whether in criminal judicial proceedings or alternatives thereof, as well as children participating in administrative or civil court proceedings, through the implementation of national and international standards of child rights.⁴¹ The necessary expenses for the implementation of the Strategy with financial resources by the State budget, donor and non-profit organisations funds

³⁵ Ad Hoc Committee for the Reform of Justice System, '[Analysis of The Justice System in Albania](#)', June 2015.

³⁶ UNICEF Albania prepared and presented officially to the Ad Hoc Parliamentary Committee, a focused analysis on the issues related to child-friendly and accessible justice.

³⁷ See Decision No. 573, dated 24.06.2015 '[On adopting Child Protection Unit Service Standards](#)'.

³⁸ See [Law No.18/2017 'On the Rights and Protection of the Child'](#), June 2017.

³⁹ DCM No. 207 dated 10.4.2019 " [On Defining Competent Authorities and the Procedure for Fulfilling Obligations Assigned by the Court for Children in Conflict with the Law.](#)"

⁴⁰ See Article 34: Institutional advisory and coordination mechanisms and structures for the rights and protection of the child, [Law No.18/2017 'On the Rights and Protection of the Child'](#), June 2017.

⁴¹ See the [Justice for Children Strategy \(2018-2021\)](#).

amounted to approx. 681,335,963.00 ALL or close to Euro 5.1 million. The Strategy included five objectives:

- Objective 1: Guarantee children's access to justice
- Objective 2: Ensure fair trial for children
- Objective 3: Prevent re - involvement of children in delinquency
- Objective 4: Resocialization, reintegration and rehabilitation of children in contact or in conflict with the law
- Objective 5: Strengthening inter-institutional collaboration on justice for children

In 2018 the MOJ performed an end-term analysis of the results of the Strategy's Action Plan. The analysis can be found in the document [Analysis of the Implementation of the Juvenile Justice Strategy and Action Plan 2018-2021](#). The impact of the Strategy will be explored during the data collection phase. At the end of the initial Strategy, the MOJ developed a new strategy called the *Intersectoral Strategy of Juvenile Justice (2022-2026)*. Both strategies will be explored during the data collection phase.

The 2019 country progress report issued by the European Commission, noted that implementing the government's justice for children strategy will "require a shift in administrative culture, considerable capacity building, specially adapted infrastructure, the establishment of community services and inter-disciplinary/inter-institutional coordination at the national and local level. There are still structural gaps in justice for children in Albania."⁴²

Acknowledging that progress had been made, the [European Commission's 2022 report](#) stated that the "legal framework governing the rights of the child is in place and some progress was made in institutional capacity-building for its effective implementation."⁴³ The report also stated that additional "efforts are needed to further implement and tackle all violations of children's rights" and:

For children in conflict with the law, pre-trial detention continues to be the main reason for depriving them of their liberty. However, progress was made with an increased use of diversion. The Albanian state police has created child-friendly interview units in 12 police departments/stations. Efforts are ongoing to train police personnel in using the child-friendly interview units in these twelve police departments/stations and in conducting professional forensic child-friendly interviews. In February 2022, the Director of the Juvenile Criminality Prevention Centre was recruited. With the staff now fully in place, the centre needs to advance in carrying out its mandate and demonstrate its effect on the situation of children in conflict or contact with the law. (European Commission 2022, p. 34)

In 2018, UNICEF, in close collaboration with the Ministry of Justice, other subordinate institutions and public agencies/authorities operating at the local level, designed an intervention to provide support services and a coordinated and inter-agency (sectoral/institutional) case management approach to children in contact or conflict with the law.

Through this intervention, UNICEF Albania aimed to provide a practical case on how the new feature of inter-agency (sectoral) collaboration integrated in Law No.37/2017 'Code of Criminal Justice for Children' could be translated in practice at the municipal level to support case management for children in contact or conflict with the law. This is also the object of this evaluation.

Context: case management

Case management is a term used throughout the ToR, programme documents and among international donors, UNICEF staff and stakeholders. There is no Programme documentation defining what case management means in relation to children in contact and conflict with the law. However, case management is defined in Albanian legislation.

The law on social care defines it as the "provision and coordination of referral of individuals in need of social care throughout the service delivery process, whenever necessary, until their full integration."⁴⁴ The law on the rights and protection of children stipulates in article 54, the compilation of a specific DCM of the procedures of the referral and case management, development and content

⁴² Commission Staff Working Document, [Albania 2019 Report](#), p. 29.

⁴³ Commission Staff Working Document, [Albania 2022 Report](#), p. 34.

⁴⁴ See Law 121/2016 "[On the Social Care Services in the Republic of Albania](#)", Article 3, paragraph 25.

of the Individual Protection Plans.⁴⁵ Indeed, DCM No. 578 of March 2018 describes case management as a step-by-step “methodology that ensures the continuous and effective provision of assistance to a child in need of protection and which aims to promote and further up the protection of the child’s rights and well-being.”⁴⁶ Article 5 of the same DCM gives the steps of case management in case of children in need of protection: 1) identification; 2) reporting; 3) initial evaluation; 4) development of the individual protection plan; 5) implementation, follow-up and monitoring of the IPP (individual protection plan); and 6) case closure. Consideration of the case management as a way the case manager organizes his/ her work can be found elsewhere.⁴⁷

Context: Social sector case management systems/mechanisms

As per the ToR (emphasis added), there are four case management systems operating at the local level targeting children in need, including: child in at risk / in need of protection from violence, exploitation, abuse and neglect; child victim of domestic/sexual violence; child victims of trafficking/potential victims of trafficking and the Needs Assessment Referral Unit (NARU). Following the evaluation inception stage and the in-depth desk review, NARU is not considered a similar case management system for the reason explained afterwards.

Excluding NARU the remaining three case management systems have similarities including:

- All cases involving children are referred to the CPU.
- They all utilize an inter-institutional approach.
- The institutional composition of the core inter-institutional group that carries out the defence of the case is the same: the municipality, the police, the prosecution and the court.
- They have their specific protocols for case management, and all these protocols include children and the rules for their referral to the Child Protection Unit in the respective municipality.

Children in contact or conflict with law

The combined provisions and by-laws of the J4C Code and Law on the Rights and Protection of the Child require a mandatory inter-institutional cooperation both in the coordinated management of the case and in the provision of multidisciplinary and free services for children in contact or conflict with the law with the aim of 1) ensuring well-being and preventing involvement in criminal behaviour; 2) fulfilment of procedural rights and guarantees in administrative and judicial processes; 3) implementation of protection measures and binding measures of criminal justice; and 4) social reintegration and rehabilitation of children in contact or conflict with the law.⁴⁸

Instruction no. 262, dated 26.05.2021, ‘On the Approval of the Working Methodology for Case Management of Children in Conflict with the Law by the Child Protection Worker’ clearly defines the role of case management by the child protection worker as well as follow-up or assistance from other responsible institutions. This instruction aims to standardize and unify procedures in the management of cases involving children in conflict with the law. It provides a comprehensive set of practical guidelines that form the structured framework for the role of the Child Protection Worker in the management of a case of a child in conflict with the law.

The management of cases involving children in conflict with the law and children under the minimum age of criminal responsibility (MACR) is handled within the child protection system as a category of children in need of special protection. The cases of children in conflict with the law above (MACR) are managed through the criminal justice system. In both cases, the involvement of the Child Protection Worker is important.

⁴⁵ See Law 18/2017 [On the Rights and Protection of Child](#).

⁴⁶ See DCM No. 578, date 3.10.2018 “[On the procedures of the referral and management of the case , development and content of the Individual Protection Plan financing of the expenses for its implementation as well as implementation of the measures for the protection of children](#),” article 4, paragraph 11.

⁴⁷ See ‘[Case Management Manual for trafficking victims in Albania](#).’

⁴⁸ UNICEF - Roadmap, Local Coordination of Child Friendly Justice: Coordinated Case Management of Children in Conflict or Contact with the Law.

DCM no. 314 dated 15.5.2019 regarding "The organization, functioning, and determination of specific rules related to the structure and organization of the Center for the Prevention of Crimes of Children and Youth (CPCMY)" clearly defines the role of the Center in the process of social reintegration and rehabilitation, in collaboration with the Probation Service, Child Protection Unit, and local self-government authorities. This Council of Ministers Decision highlights the importance of CPCMY in the interinstitutional collaboration at the local level for issues related to the social reintegration and rehabilitation of children in contact or conflict with the law.

While the J4C code and its bylaws address the importance of interinstitutional coordination in providing services to children in contact or conflict with the law, there is currently no specific legislation in place to regulate the operations of the multidisciplinary support group for such children above the age of criminal responsibility at the local level, cases that are required to be handled within the framework of the criminal justice system.

Child in at risk/in need of protection from violence, exploitation, abuse and neglect

The case management of a child in need of protection is based on DCM No. 578, dated 3.10.2018, 'On Case Management Referral Procedures, Individual Protection Plan Development and Content, Expense Financing for its Implementation and the Implementation of Protection Measures' which "determines the rules and procedures for referral and case management of children in need of protection, the developing and the content of the Individual Protection Plan, the financing of expenses for its implementation, as well as the implementation of protective measures."

The determinations of this decision are mandatory for all state authorities, advisory and coordinating institutional mechanisms, structures for child rights and protection at the national level, child protection structures at the local level, public or private institutions, non-profit organizations, and all other individuals who have functional, professional, contractual, or legal duties to carry out referral, management, coordination, or provide a service, within the framework of Law No. 18/2017, "On the rights and protection of children."

Instruction no. 262, dated 26.05.2021, 'On the Approval of the Working Methodology for Case Management of Children in Conflict with the Law by the Child Protection Worker' clearly defines the role of case management by the child protection worker as well as follow-up or assistance from other responsible institutions. This instruction aims to standardize and unify procedures in the management of cases involving children in conflict with the law. It provides a comprehensive set of practical guidelines that form the structured framework for the role of the Child Protection Worker.

The management of a case of a child in need of protection is carried out through the Child in Need of Protection Intersectoral group. The legal basis on which this inter-institutional group is based is: Law No. 18/2017, dated 23.02.2017, 'On the Rights and Protection of the Child,' Law No. 139/2015, 'On Local Self-Government; Decision of the Council of Ministers no. 353, dated 12/06/2018 '*On the rules of operation of the inter-sectoral technical group on child protection at municipalities and administrative units*'. This DCM aims to establish the rules for the organization and operation of the intersectoral technical group on child protection at municipalities or administrative units, for the cooperation and coordination of the work of group members while reviewing, evaluating and making decisions on the management of cases of children in need of protection; DCM No. 635, dated 26.10.2018 'On the activities of the structures for child protection regarding children under the age of criminal responsibility suspected of or having committed a criminal offense.'

Based on the Law No. 18/2017 article 52, the child in need of protection inter-sectorial technical group shall be established on *ad hoc* basis in every municipality and municipality administrative unit, which has over 3,000 children. The composition of the child in need of protection intersectoral group, includes:

- State Agency for the Protection of Children's Rights
- Child Protection Units / Child Protection Workers
- State Police structures
- Regional Directorates of the State Social Service
- Regional Directorates of Education/Education Offices and Schools
- Health directorates (health specialists, family doctor)
- Justice

- Representatives of non-profit organisations
- Any other specialist who is familiar with the situation of the child or who may contribute in taking or implementing child protection measures

The State Agency for the Protection of Children's Rights has an important role in monitoring the performance of the work performed by the CPU as well as in the improvement of case management procedures. This includes:

- Monitors the situation for the protection of children at risk at the national level and the work of all institutional mechanisms responsible for the protection of children at risk.
- Draws up methodological guidelines for the protection of children.
- Supports with technical instructions mainly CPU and CPW, but not only, regarding case management and procedures to be followed.
- Coordinates with the institutions at the national level for the management of difficult cases delegated by the CPU, which have not received a solution at the local level.
- Sanctions are imposed on individuals or institutions who, through their actions or inactions, fail to protect children from violence, abuse, exploitation.

As per law 17/2018 article 49, the child in need of protection unit coordinates the functioning of the inter-sectorial group at municipality and/or administrative unit level, for the identification, analysis, protection of the child in need of protection, as well as the referral and the follow-up of child protection and domestic violence cases in the justice system. In addition, the CPU:

- Identifies children in need of protection.
- Reports/Refers.
- Prepares the preliminary assessment.
- Prepares the full-fledged assessment.
- Notifies in advance the CPU about the release.
- Assists in the preparation of the Individual Assessment Report (RVI)
- Coordinates the implementation of PIT (Individual Plan of Treatment).

Although municipalities may not have implemented all the required integrated structures there are child protection workers assigned in all 61 municipalities.

Child victim of domestic/sexual violence

The Case Management System for domestic violence aims to ensure a coordinated and immediate multi-sectoral response for the protection, referral, rehabilitation, and reintegration of identified cases through accurate and standardized interventions by the members of the Interdisciplinary Technical Team. This is in accordance with their obligations and roles described in the current legislation as well as all approved documents that serve the implementation of this legislation. The Coordinated Referral Mechanism of Cases of Domestic violence (CRM), was established based on DCM No 327 of 2 June 2021 'On the mechanism for coordinating the work and functioning of authorities responsible for the referral of domestic violence cases, aimed at supporting and rehabilitating victims of violence.' and guided by the law no. Nr.9669, dated 18.12.2006 (changed by law no. 125/2020, date 15.10.2020): "For measures against domestic violence in family relationships."

CRM, which also coordinates the management of cases of sexual violence is a team of community professionals who come together to respond to a case related to violence against women, mainly domestic violence. The team is multi-disciplinary and each member plays a key role in the overall community response to domestic violence cases. For the purposes of this CRM, however, the primary focus on intervention and response has been placed on the establishment of an effective response to intimate partner violence.

Per Law 18/2017 article 48/dh in cases where children are victims of direct violence within the family, the case is referred to the Child Protection Unit/Child Protection Worker of the Municipality, who serves as the case manager through the Child Protection Intersectoral group.

In each municipality a local coordinator for referral of domestic violence cases is assigned to each case. The functions that the CRM carries out at the municipal level includes:

- Following up and ensuring that victims needs are served including connecting victims to appropriate services.
- Coordination and Oversight of service providers.
- Case management.
- Monitoring.
- Creating an inter-ministerial working group (ad-hoc task force under the MoU signed by the leading Ministry (Ministry of Health and Social Protection/MOHSP and line Ministries) to oversee the development of standards.
- Development of protocols.
- Capacity building of service providers.
- Communication and outreach.
- Counselling of perpetrators.

The CRM is composed of:

- Steering Committees “For the coordination of activities and strategic leadership of responsible authorities’ agencies at the local level and referral of domestic violence cases.”
- Technical inter-disciplinary teams.
- Local coordinators for the referral of cases of violence in family settings and Child Protection Worker in the municipality.

The Steering Committees is chaired by the mayor and has the following membership:

- Representative of police department
- Representative of the district court
- Representative of the District Prosecutor’s office
- Representative of education department
- Representative of public health department
- Head of the social service unit (structure) at the municipality
- Representative of the social service unit (structure) at the administrative unit
- Representative of bailiff’s office
- Representative of prefecture
- Heads of communes in the administrative territory, whose centre is in that respective municipality
- Representative of local employment office
- Leaders of NGOs dealing with domestic violence issues
- Directors of centres/shelters for victims of domestic abuse situated in the territory/jurisdiction of that local government or region.
- Representatives of the religious organisations, that may offer services to victims of domestic violence
- Chair of the District Bar Association

Child as victim of trafficking/ potential victim of trafficking

Case management of victims of trafficking/potential victims of trafficking is one of the most structured and time-intensive activities of professionals working in anti-trafficking and involves a series of steps. There is a general agreement on the main elements and objectives of each step which include: initial screening and referral to service providers; referral to assistance; reception of the victim and assignment of case manager and key staff; performance of a comprehensive needs assessment and formal identification; development of an individual reintegration plan; implementation of the plan; on-going monitoring and follow-up; and case closing after implementation of the plan.

Regarding the protection of victims of trafficking, Albania developed a National Referral Mechanism⁴⁹ (NRM) established by a cooperation agreement signed on 15.06.2012 (amended) between the main

⁴⁹ Cooperation Agreement on the Functioning of the National Referral Mechanism for Victims and Potential Victims of Trafficking in Persons between the Ministry of Interior, the Ministry of Foreign Affairs, the Ministry of Education and Science, the Ministry of Health, the Ministry of Labor, Social

responsible institutions, NGOs and international organizations that provide services to victims of trafficking, including four residential shelters for victims (three managed by NGOs). This cooperation agreement regulates the functioning of the National Referral Mechanism for the case management of victims of trafficking and potential victims of trafficking through their identification, referral, protection, and improved assistance. In cases where children are victims or potential victims of trafficking, the case is referred to the Child Protection Unit/Child Protection Worker of the Municipality, who in this case serves as the case manager through the child protection intersectoral group.

The purpose of the cooperation agreement is: 1) the identification, referral, protection, assistance and reintegration of victims or potential victims of trafficking; 2) the improvement and consolidation of governmental and non-governmental actors' partnership on identification, referral, protection, and assistance of victims/potential victims of trafficking; 3) the fulfilment of all commitments, as part of a common and coordinated national goal in the fight against trafficking in persons, public awareness raising, and support for reintegration.

To ensure the implementation of this mechanism, standard operating procedures⁵⁰ have been approved (revised with DCM no. 499, dated 29.8.2018, "On the adoption of standard action procedures for the protection of victims and potential victims of trafficking"). Currently, there is no hierarchical structure in the country for the protection of victims of trafficking, but there are several support mechanisms such as: the Office of the National Anti-Trafficking Coordinator, the Task Force for Anti-Trafficking, the State Anti-Trafficking Committee, Regional Anti-Trafficking Committees and the Shelter Coalition. In 2017, based on the Prime Minister's Order no. 7/2017, twelve Regional Anti-Trafficking Committees (RATC) were established. RATCs comprise local officials and civil society organizations (CSOs) and are responsible for coordinating protection and prevention activities.

Child Protection Units in the municipalities and administrative units are responsible for case management of children in need of protection, including child victims or potential victims of trafficking. Both the National Referral Mechanism and the RATCs are relatively new mechanisms and are weak as they still lack financial and human resources.⁵¹

Need Assessment Referral Unit (NARU)

During the desk review, the initial conclusion was that NARU is not a similar case management system to those elaborated above. NARU is a structure that, according to the legal basis, should be established within the municipality, specifically in the Directorate of Social Services, which conducts the initial assessment of the case, including children in need, and has a more coordinating, referring, and monitoring role of the services provided to the target groups specified in Law 121/2016, 'On social care services in the Republic of Albania'. Furthermore, NARU does not utilize an inter-institutional approach and lacks a legal basis regulating the formation and functioning of such a group. The social worker who constitutes NARU is part of the case management systems mentioned above, called upon according to needs.

NARU's case management role will be assessed further during data collection in the four municipalities.

Affairs and Equal Opportunities, General Prosecutor's Office, International Organization for Migration (IOM) - Tirana, The International Organization "World Vision", Non-Profit Organization "Arsis", Non-Profit Organization "Different & Equal", National Reception Center for Victims of Trafficking, Psycho Social Center "Vatra", Vlora, Non-profit organization "Tjetër Vizion", Elbasan, dated 15.06.2012.

⁵⁰ Based on hitherto experience in enforcing Decision of Council of Ministers No. 582 dated 27.7.2011 "[On approval of standard operating procedures for the identification and referral of victims/potential victims of trafficking.](#)"

⁵¹ See [Evaluation of the Programme on Transforming the National Response to Human Trafficking in and from Albania](#), 2019–2022, November 2022.

Annex B: Information on the intervention

Overview of the object of the evaluation		
Project Title	Strengthening Juvenile Justice in Albania	Strengthening inter-disciplinary approaches in case management for children in conflict and contact with the law
Country	Albania	Albania
Municipality	Berat and Gjirokastrë	Pukë and Shkodër
Time Period	August 2019 - December 2020	October 2021 - August 2022
Donor	Norwegian government fund	Government of United Kingdom
Program Outputs	<ul style="list-style-type: none"> • Output 1: Access to adequately staffed services is available for children in conflict or contact with the law in Berat and Gjirokastrë • Output 2: Local-level authorities supported to establish inter-disciplinary approach to case management of children in conflict or in contact with the law • Output 3: Effective and efficient programme management 	<ul style="list-style-type: none"> • Output 1: Multi-disciplinary teams of professionals have increased capacities and are supported to implement inter-disciplinary approach to case management • Output 2: Access to adequately staffed services is supported for children in contact and conflict with the law, including those at risk of trafficking in Shkodër and Pukë • Output 3: Effective and efficient programme management
Expected Beneficiaries	<ul style="list-style-type: none"> • 200 children benefiting from multi-disciplinary approaches to access to justice • 52 cases of juveniles benefiting from referral to and support with restorative justice measures • 300 children receiving conflict resolution information in schools • 70 professionals participate and benefit from information sessions and inter-disciplinary workshops related to the new Justice for Children Strategy and the Criminal Justice for Children Code • 40 judges and prosecutors receiving training on child friendly justice approach, diversion and alternative measures to detention • 30 multi sectorial professionals (health, social services, police, education, employment office, NGO sector) increase knowledge on specific needs of Juveniles in conflict/contact with the law and how to provide tailored services, as well as on how to work better together, in addressing those cases 	<ul style="list-style-type: none"> • 150 children benefiting from multi-disciplinary approaches to access to justice • 20 children benefiting from victim-offender mediation in 20 cases • 50 professionals benefiting from training sessions on child friendly justice approach, diversion and alternative measures to detention • 30 representatives of public authorities contribute in periodical meetings to coordinate the measures undertaken for the multi-disciplinary approaches in managing concrete cases of children involved in or affected by criminal offences • 15 teachers attending conflict resolution workshops in schools • 400 parents/family members benefiting from workshops and awareness raising activities and campaign on positive parenting/positive disciplining with gender equality lenses • Parents of children benefiting from services provided under the project • Parents/family members of children in conflict/ in contact with the law

	<ul style="list-style-type: none"> • 8 probation officers in charge of juveniles receiving direct coaching on referral and use of existing community services, communication with juveniles and their families, monitoring and evaluation of progress • 200 parents of juveniles in contact/conflict with the law benefiting from the workshops on the importance of Restorative Justice, mediation, and conflicts resolution and workshops on the positive parenting skills & positive disciplining 	benefiting from the victim-offender mediation and community conferencing, and from the awareness raising sessions on the new approaches of the Criminal Justice for Children Code and the rights of children involved in criminal law processes
Implementing Partner	Save the Children	<ul style="list-style-type: none"> • Albanian Foundation for The Conflict Resolution and Reconciliation of Disputes (AFCR) • The Community Development Centre 'Today for the Future' (CDC-TFF)

Intervention budget⁵²			
Source	Strengthening Juvenile Justice in Albania (ALL)	Strengthening inter-disciplinary approaches in case management for children in conflict and contact with the law (ALL)	Total (ALL)
Norwegian Government Fund	11,752,742.96	0	2,253,200
UK Government	0	9,604,000	9,604,000
Civil Society Organizations	2,253,200	217,200	11,969,943
Total	14,005,942.96	9,821,200	23,827,143

⁵² Budget figures from ProDoc, Section 1.4 Programme Budget, 2/19/2019.

Annex C: Stakeholder Mapping / Analysis

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation on tools
1	Ministry of Justice (MoJ)	Deputy Minister	Responsible for the implementation of government justice policy, the Albanian legal system in the Constitution and general criminal law as well as matters relating to democratic issues, human rights, integration and minority issues. Overall oversight of implementation of the Justice System Reform, the J4C Strategy and the Criminal Justice for Children Code	High	Primary	Yes	Yes	KII
		QPKMR (Juvenile and Youth Crime Prevention Center)	A public legal entity, subordinate to the Ministry of Justice, whose main mission is to carry out rehabilitation activities and reintegration through the supervision and protection of children/youth after serving their sentence and the vision to prevent criminality among children and youth by promoting positive development through the implementation of rehabilitation and reintegration programs	Medium	Primary	No	Yes	KII
		Juveniles Sector	Responsible for justice for children issues – This sector no longer exists in the MoJ	Medium	Secondary	Yes	No	N/A

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
		Dept of Policy Development and Monitoring	Responsible for development of mid-year and annual progress reports of the Justice for Children Strategy 2018-2021. Responsible for development of new Justice for Children Strategy 2022-2026. Member of the Evaluation Reference Group	High	Primary	Yes	Yes	KII
		General Directorate of Probation Service	National agency, a subordinate institution of MOJ, responsible for investigating offender's background, making sentencing recommendations to the court, supervising children released from prison and developing assessment plans for children in conflict with the law	High	Primary	Yes	Yes	FGD/KII
		Head of Territorial Branch of Probation Services: Berat, Gjirokastër, Pukë, Shkodër	Children in conflict/contact with law steering committee member	High	Primary	Yes	Yes	FGD/KII

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
		Specialist of Territorial branch of probation service: Berat, Gjirokastrë, Pukë, Shkodër	<p>Local offices responsible for preparation of assessment reports for offenders (before and after the conviction), evaluation the social backgrounds, familiar conditions and concrete programs to support social integration, surveillance of offenders in order to protect public interests and preventing reoffenders</p> <p>Children in conflict/contact with law Inter-sectorial working group member</p> <p>Supports the following case management inter-sectorial group: Coordinated referral mechanism of cases of domestic and/or sexual violence</p>	High	Primary	Yes	Yes	FGD/KII
2	Ministry of Interior (Moi)	General Directorate of State's Police: Child Protection and Domestic and/or sexual violence Unit	National police and law enforcement agency that serves as the entry point for most children in conflict and contact with the law. Contributes to integrated data collection. Participates in training related to children in conflict and contact with the law	High	Primary	Yes	Yes	FGD

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
		Heads of Regional Police Directorates of Berat, Gjirokastrë, Pukë, Shkodër	Local law enforcement agency that serves as the entry point for most children in conflict and contact with the law. Contributes to integrated data collection. Participates in training related to children in conflict and contact with the law	High	Primary	Yes	Yes	KII
		Juveniles Specialists at the Regional Police Departments of Berat, Gjirokastrë, Pukë, Shkodër: Child Protection and Domestic and/or sexual violence Unit	Children in conflict/contact with law Inter-sectorial working group and steering committee member Supports the following case management inter-sectorial groups: <ul style="list-style-type: none"> Coordinated referral mechanism of cases of domestic and/or sexual violence Children in need of protection National referral mechanism for victims and possible victims of human trafficking 	High	Primary	Yes	Yes	FGD/KII
		Commissariat of Pukë		High	Primary	Yes	Yes	FGD

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
		The Police Academy - Dean of Faculty of Investigation and Security	Provides strategic advice and specialized technical training to the Albanian police regarding crime prevention, organized crime, terrorism and border management. Provides specialized training regarding children in conflict and contact with the law. May be interested in lessons learned for possible integration of subject into police training	Low	Secondary	No	No	N/A
3	High Judicial Council	High Judicial Council - Tirana	Oversight of the national judiciary and responsible for executing reform	Low	Secondary	No	No	N/A
4	Judicial District Court	Chief Judge	Children in conflict/contact with law steering committee member	High	Primary	Yes	Yes	FGD/KII

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
	and Appellate Court	Juvenile Judge: Berat, Gjirokastrë, Pukë, Shkodër	<p>Primary (1st instance) and appellate courts in Albania with dedicated juvenile judge</p> <p>Children in conflict/contact with law Inter-sectorial working group member</p> <p>Supports the following case management inter-sectorial groups:</p> <ul style="list-style-type: none"> • Coordinated referral mechanism of cases of domestic and/or sexual violence • Children in need of protection • National referral mechanism for victims and possible victims of human trafficking 	High	Primary	Yes	Yes	FGD
5	High Council of Prosecution	High Council of Prosecution	Responsible for the independence, accountability, discipline, status for prosecutors	Low	Secondary	No	No	N/A
6	General Office of Prosecution	General Office of Prosecution - Tirana: Victim, Witness and Children Sector.	The highest judicial authority exercising the criminal prosecution of entities or individuals and representing the accusation in court on behalf of the state. Prosecutes juvenile cases	Medium	Primary	No	Yes	KII

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
		Head of District Prosecution Office: Berat, Gjirokastrë, Pukë, Shkodër	Children in conflict/contact with law steering committee member	High	Primary	Yes	Yes	KII
		Prosecutors of Juvenile Sector: Berat, Gjirokastrë, Pukë, Shkodër	Local prosecution office prosecuting juvenile cases Children in conflict/contact with law Inter-sectorial working group member Supports the following case management inter-sectorial groups: <ul style="list-style-type: none"> • Coordinated referral mechanism of cases of domestic and/or sexual violence • Children in need of protection • National referral mechanism for victims and possible victims of human trafficking 	High	Primary	Yes	Yes	FGD/KII

7	Ministry of Health and Social Protection (MoHSP)	Minister of health, deputy minister(s) of health, State Social Services/ Regional State Social Services Directorates	<p>Ministry of Health and Social Protection carries out the following responsibilities:</p> <ul style="list-style-type: none"> • drafts policy documents for reforming and modernizing the system of social care services, with the aim of increasing effectiveness • designs and updates the minimum standards of service provision • drafts and/or proposes legal and by-law acts to complete the regulatory framework for the operation of the social care services system • determines the criteria and conditions that must be fulfilled by entities providing social care services • draws up cooperation documents between actors involved in the implementation of the social care services system, in order to coordinate cooperation effectively • programs, as a separate item in the budget, the funds for the financing of social care services, which is delegated to the municipalities as a transfer to the social fund • designs and approves training and education manuals for provider entities • advises and guides local government regarding the structures that must be set up by them for the implementation of the social care services system and 	High	Primary	Yes	Yes	FGD/KII
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			<p>the ways of planning and providing services</p> <ul style="list-style-type: none"> • drafts and submits for approval the needs for financing from the State Budget for the activities of social care services <p>State Social Service is a subordinate institution of MoHSP that has as its mission the implementation of policies, legislation of economic assistance, payment for persons with disabilities and social services throughout the country. Responsible for monitoring social services and issues protocols for vulnerable groups including children and young adults in conflict with the law who have completed the period of sentence and who need social services for re-integration into society</p> <p>Children in conflict/contact with law Inter-sectorial working group and steering committee member</p> <p>Supports the following case management inter-sectorial groups:</p> <ul style="list-style-type: none"> • Coordinated referral mechanism of cases of domestic and/or sexual violence • Children in need of protection • National referral mechanism for victims and possible victims of human trafficking 					
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Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
			<ul style="list-style-type: none"> NARU (Need Assessment Referral Unit) 					
		Regional directorates of the operator of health care services	<p>Subordinate institution of MoHSP</p> <p>Children in conflict/contact with law Inter-sectorial working group and steering committee member</p> <p>Support the following case management inter-sectorial group:</p> <ul style="list-style-type: none"> Coordinated referral mechanism of cases of domestic and/or sexual violence Children in need of protection National referral mechanism for victims and possible victims of human trafficking NARU (Need Assessment Referral Unit) 	High	Primary	Yes	Yes	FGD/KII

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
		State Agency for Child Rights and Protection	Its mission is the promotion, monitoring and protection of children's rights, as well as the establishment of an integrated functional system for guaranteeing the well-being and ensuring the exercise of the child's rights. It functions as a legal, public, budgetary entity, depending on the minister who coordinates work on issues of child rights and protection, which in this case is subordinate to the Ministry of Health and Social Protection	Medium	Primary	No	No	N/A
8	Ministry of Finance (MoF)	Housing Department	Responsible for providing the legal, financial and institutional basis for improving housing conditions, increasing access to suitable and affordable housing and improving and maintaining housing and urban settlements	Low	Secondary	No	No	N/A

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
		National employment and skills agency (AKPA) / Regional Employment and skills Directorate	<p>AKPA is a public service, legal entity, under the responsibility of the Ministry of Finance responsible for employment and skills development. It functions through Regional and Local Employment Offices, Regional Directorates of Public Vocational Training as well as Public Vocational Education Schools. Supports employment and skills development</p> <p>Children in conflict/contact with law Inter-sectorial working group and steering committee member</p> <p>Supports the following case management inter-sectorial groups:</p> <ul style="list-style-type: none"> • Coordinated referral mechanism of cases of domestic and/or sexual violence • National referral mechanism for victims and possible victims of human trafficking 	High	Primary	Yes	Yes	FGD

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
9	The National Ombudsperson (People's Advocate)	Child Right's Section	Defends the rights, freedoms and interests of individuals from unlawful and incorrect acts or omissions of public administration bodies as well as third parties acting on its behalf. Issues recommendations regarding justice for children	Low	Secondary	Yes	No	N/A
10	School of Magistrates		Post-graduate school, where Albanian judges and public prosecutors are trained. Interested in future educational programming	Low	Secondary	Yes	No	N/A
11	Municipalities of Berat,	Mayor	Children in conflict/contact with law steering committee member	Low	Secondary	Yes	Yes	FGD/KII

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
	Gjirokastrë, Pukë, Shkodër	Child Protection Unit /Specialist	<p>Specialized structure with a referral mechanism at the local level. Children in conflict/contact with law Inter-sectorial working group member</p> <p>Supports the following case management inter-sectorial groups:</p> <ul style="list-style-type: none"> • Coordinated referral mechanism of cases of domestic and/or sexual violence • Children in need of protection • National referral mechanism for victims and possible victims of human trafficking • Need Assessment Referral Unit (NARU) 	High	Primary	Yes	Yes	FGD/KII

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
		Need Assessment Referral Unit (NARU)/Specialist	<p>Coordinates the service provision for children and families</p> <p>Children in conflict/contact with law Inter-sectorial working group member</p> <p>Supports the following case management inter-sectorial group: Need Assessment Referral Unit (NARU)</p>	High	Primary	Yes	Yes	FGD

		<p>Director of Municipal Social Services Department</p>	<p>Providing direct support in the area of social protection and care for children and families</p> <p>The municipality through this department is responsible for planning, budgeting and managing social services within its territory by:</p> <ul style="list-style-type: none"> • establishment and management of local social care services; building and administration of social care centres and social housing⁵³ • assessing needs based on the vulnerability map • drafting the local social plan • planning local budget • planning the main basket of social services • contracting the provider of social care services through procurement procedures, according to the legislation in force on public procurement • coordinating the necessary social care services with the State Social Service • establishing a “Social Fund”, as well as funding from non-public contributors (i.e., non-governmental organizations, development programmes or private donors)⁵⁴ <p>Children in conflict/contact with law Inter-sectorial working group member.</p>	High	Primary	Yes	Yes	FGD/KII
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Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
			<p>Supports the following case management inter-sectorial groups:</p> <ul style="list-style-type: none"> • Coordinated referral mechanism of cases of domestic and/or sexual violence; • Children in need of protection • National referral mechanism for victims and possible victims of human trafficking. • Need Assessment Referral Unit (NARU) 					

⁵³ The law on local self-government (Law 139/2015 “On Local Self-Government”) sets out the functions and authorities of local governments.

⁵⁴ Legal framework appears to assign clear responsibilities to municipalities in planning, budgeting and managing social services. Nevertheless, the instruments for delivery remain vague. The concept of a minimum, mandatory set of services at the local level was actively embraced – and endorsed – by the central government, but financing social care services remains a challenge both at the central as well as local government level; <https://www.al.undp.org/content/albania/en/home/library/poverty/review-of-local-budget-spending-on-social-care-services--2020.html>. p.10

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
12	Ministry of Education (MoE)	Regional/Local education Office	<p>Supports the implementation of national education policies</p> <p>Children in conflict/contact with law Inter-sectorial working group and steering committee member</p> <p>Supports the following case management inter-sectorial groups:</p> <ul style="list-style-type: none"> • Coordinated referral mechanism of cases of domestic and/or sexual violence • Children in need of protection • National referral mechanism for victims and possible victims of human trafficking 	High	Primary	Yes	Yes	FGD/KII
13	The Albanian Bar Association	The Albanian Bar Association	Organization of attorneys providing professional assistance and educational resources	Low	Secondary	No	No	N/A
14	Chamber of Mediators	Head of Chamber of Mediators	Children in conflict/contact with law steering committee member	High	Primary	Yes	Yes	FGD/KII

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
		Mediators: Berat, Gjirokastrë, Pukë, Shkodër	Independent of the state, supports the profession of mediators as well as the functioning and strengthening of the mediation process as an effective extrajudicial alternative for solving disputes in less time and cost based on the free will of the parties Children in conflict/contact with law Inter-sectorial working group member	High	Primary	Yes	Yes	FGD/KII
16	National Chamber of Advocates	Head of Regional Chamber of Advocates	Children in conflict/contact with law steering committee member	High	Primary	Yes	Yes	FGD/KII

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
		Local Advocates:	<p>Children in conflict/contact with law Inter-sectorial working group member</p> <p>Support the following case management inter-sectorial groups:</p> <ul style="list-style-type: none"> • Coordinated referral mechanism of cases of domestic and/or sexual violence • Children in need of protection • National referral mechanism for victims and possible victims of human trafficking 	High	Primary	Yes	Yes	FGD
17		Head of Order of Psychologists	Children in conflict/contact with law steering committee member	High	Primary	Yes	Yes	FGD/KII

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
	The Order of Psychologists	Local Psychologists: Berat, Gjirokastrë, Pukë, Shkodër	<p>Involved in national policy regarding psychological services, included those provided to children in conflict and contact with the law. Children in conflict/contact with law Inter-sectorial working group member</p> <p>Support the following case management inter-sectorial groups:</p> <ul style="list-style-type: none"> • Coordinated referral mechanism of cases of domestic and/or sexual violence • Children in need of protection • National referral mechanism for victims and possible victims of human trafficking 	High	Primary	Yes	Yes	FGD
18	Ministry of Order of Social Workers	Minister	The licensing organization for professional social workers	Low	Secondary	No	NO	N/A
19		Head of Institute	Children in conflict/contact with law steering committee member	High	Primary	Yes	Yes	FGD/KII

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
	Institute of Forensic Medicine	Local Examiners	<p>Children in conflict/contact with law Inter-sectorial working group member</p> <p>Support the following case management inter-sectorial group:</p> <ul style="list-style-type: none"> • Coordinated referral mechanism of cases of domestic and/or sexual violence • Children in need of protection • National referral mechanism for victims and possible victims of human trafficking 	High	Primary	Yes	Yes	FGD
20	Save the Children in Albania	Implementing partner	<p>Delivers programs for children and establishes strong and influential relationships with government and civil society networks. Programs cover basic education and early childhood care and development, child protection, child rights governance, health and nutrition and humanitarian, implemented in 10 districts of Albania, both urban and rural areas</p>	High	Secondary	Yes	Yes	KII

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
21	Albanian Foundation for The Conflict Resolution (AFCR)	Implementing partner	Licensed as legal entity by the National Commission for Mediators' Accreditation (Ministry of Justice), under law on Mediation in Dispute Resolution. Provide professional mediation services in civil, family & criminal cases, including children in conflict and contact with the law	High	Secondary	Yes	Yes	KII
22	Reconciliation of Disputes and the Community Development Centre "Today for the Future" (CDC-TIFF)	Implementing partner	A leading organization in Albania serving for mobilization and empowerment of communities in need of help	High	Secondary	Yes	Yes	KII
23	Implementing Agency	United Nations Children's Fund (UNICEF)	An agency of the United Nations responsible for providing humanitarian and developmental aid to children worldwide	High	Primary	Yes	Yes	KII

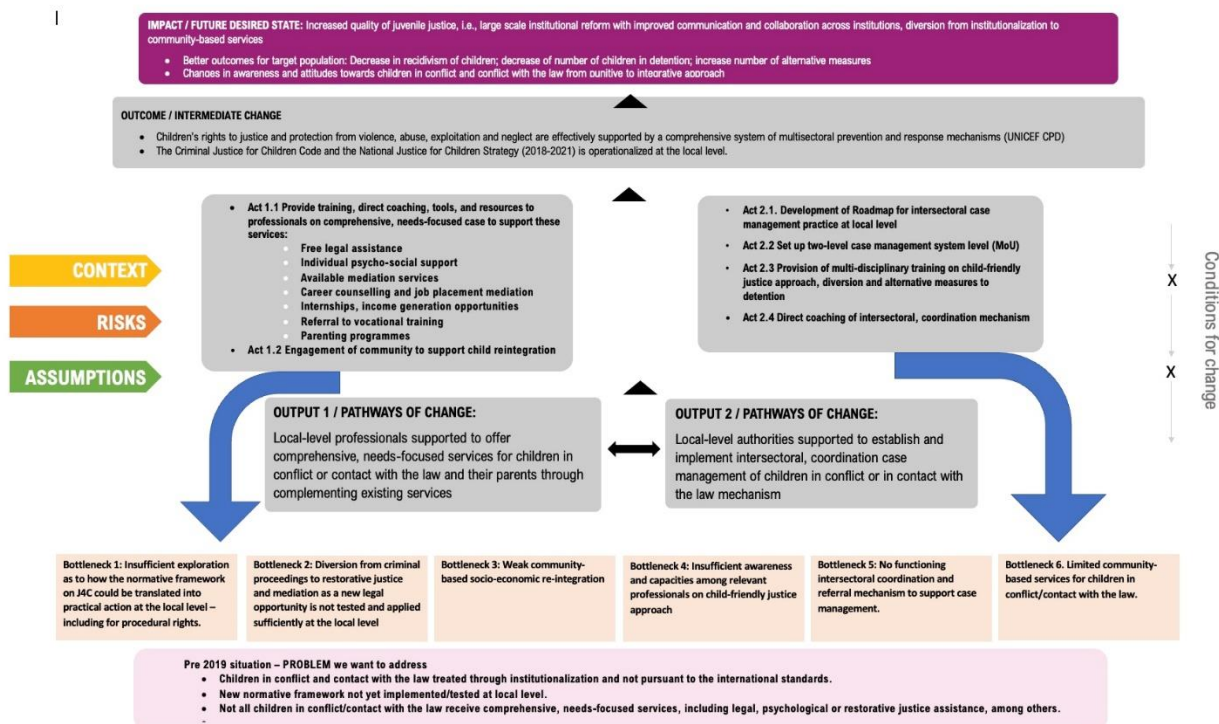
Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
24	Donor	Norwegian agency for development cooperation (Norad)	A directorate under the Norwegian Ministry of Foreign Affairs (MoFA). Its vision is to achieve results in the fight against poverty. Its mission is ensuring the quality of development assistance, and its values are respect, integrity and creativity	High	Primary	Yes	No	N/A
		Government of United Kingdom: UK Aid Direct	UK Aid Direct supports small and medium sized civil society organisations (CSOs), based in the UK and overseas, to achieve sustained poverty reduction and to achieve the United Nations' Global Goals Funder or current evaluation	High	Primary	Yes	No	N/A
25	Independent Expert/Consultant	Bujar Taho	Helped develop the roadmap of the Inter-disciplinary Case management intervention. Supported local stakeholders with capacity building and mentoring to put in place the inter-disciplinary approach	Low	Secondary	Yes	Yes	KII

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation tools
		Vasilika Hysi, Former Deputy Speaker of Albanian Parliament Former Deputy Chair of the “Friends of Children” parliamentary caucus	Exercised public/parliamentary oversight upon implementation of the J4C normative framework. Advocated with Pukë and Shkodër stakeholders on the establishment and implementation of the inter-disciplinary approach to managing cases of children in conflict/contact with the law. Lead drafter of the Assessment Report of the previous J4C Strategy and the outcomes, outputs, action items of the new one, including: replication of the inter-disciplinary approach in new	Low	Secondary	Yes	Yes	KII
26	Intergovernmental Organization	OSCE	IGO offering comprehensive approach to security that encompasses politico-military, economic and environmental, and human aspects. Manages Youth Advisory Group, consisting of active young Albanians, to further its efforts to integrate a youth perspective, youth-specific considerations, concerns, needs, and priorities, into its planning and programmatic activities	Low	Secondary	No	Yes	KII

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation on tools
27	NGOs	Terre Des Hommes	International children's rights charitable humanitarian umbrella organization under the aegis of the International Federation of Terre des Hommes (TdH)	Low	Secondary	No	Yes	KII
		Nisma Arsis	Delivers youth services in more than 20 Municipalities in Albania and provides emergency services for children in high or immediate	Low	Secondary	No	Yes	KII
28	Child in conflict with the law:		A child in conflict with the law is any person who has reached the age of criminal responsibility, i.e. under 18, and against whom there is probable cause for having committed a criminal offence; any person defendant and/or sentenced by a final court decision for having committed a criminal offence	Low	Secondary	Yes	No	
29	Children in contact with the law: Child victim		A child victim is any person under 18 who has suffered moral, physical or material harm because of a criminal offence.	Low	Secondary	Yes	No	

Stakeholder Mapping								
#	Respondent level	Respondent sub-level	Interest	Potential influence to J4C intervention (High, Medium, Low)	Degree of Influence (Primary, Secondary)	Involved in the intervention (Yes/No)	Evaluation on respondent	Evaluation on tools
30	Children in contact with the law: child witness		A child witness is any person under 18 who may have knowledge about the criminal offence	Low	Secondary	Yes	No	
31	Children in contact and conflict with the law: HRBA, LNOB	Characteristics such as culture, ethnicity, race, language, religion, disability, HIV/AIDS status, migration, asylum, displacement, sexual orientation/gender identity or income/wealth.	Sub-groups with characteristics often associated with discrimination and exclusion					

Annex D: Reconstructed theory of change



Context

- Smaller jurisdictions
- Local partners that are embedded in community to continue to reinforce approach after intervention period
- Changes in approach – addition of mediation and focus on MoU at the onset with jurisdictions.
- Future reforms will consolidate jurisdictions; vetting process continuing; high corruption

Risks (Typology: Strategic, Operational, Financial, Stakeholders, Regulatory/Policy, Governance)

- Elections may impact local buy-in to approach
- High turnover of professionals requires additional training on multi-disciplinary approach to case management
- High workload and understaffing of judges and prosecutors may impede dedicated necessary time for adaptive, individualized case management.
- New judicial map may require closing of local courts in small jurisdictions (*future*)
- Decentralization gives local authorities more responsibility, but resources and tools are not yet available.
- The approach is too new and/or further consolidation is need before replication.

Assumptions (policy, fiscal, institutional, partnerships)

- Political will and leadership will be nurtured over time for supporting the approach.
- The new MoJ J4C strategy (under development) shows consistency with the current one and emphasizes the need for multi-disciplinary approach to case management (*future*)
- Financial resources remain available to support the multi-disciplinary approach.
- Intervention creates increased demand/expectation by the community for services.
- There is buy-in from professionals and to the community to this approach.

Annex E: Documents Reviewed

1. Partnership Agreement Document of UNICEF Albania and Save the Children
2. Partnership Agreement Document of UNICEF Albania and Albanian Foundation for The Conflict Resolution and Reconciliation of Disputes and the Community Development Centre 'Today for the Future'
3. Report of the Partnership Agreement Document of UNICEF Albania and Save the Children
4. Report of the Partnership Agreement Document of UNICEF Albania and Albanian Foundation for The Conflict Resolution and Reconciliation of Disputes and the Community Development Centre 'Today for the Future'
5. End of project document for Equitable access to justice for Children in Albania and Montenegro 2019- 2021
6. Report on Best Practices from the Programme 'Strengthening Juvenile Justice in Albania'
7. [Evaluation of the Programme on Transforming the National Response to Human Trafficking in and from Albania, 2019–2022](#)
8. Roadmap for the Juvenile Justice in Albania
9. Monitoring report of the National Strategy and the Action Plan on Justice for Children 2018-2021 (in Albanian only)
10. Draft National Strategy and Action Plan on Justice for children 2022-2026 (in Albanian only)
11. European Commission Albania progress report 2021, 2022
12. Byrne K., Kulluri E., Gedeshi I., 2021. [Situation Analysis of Children and Adolescents in Albania](#)
13. Cuninghame C., 2021. [Child notice Albania](#)
14. United Nations Albania [Country Common Analysis 2020](#)
15. United Nations Children's Fund, [Country programme document](#), Albania, 2021 - 2026
16. [Law No.18/2017 'On the Rights and Protection of the Child', June 2017](#)
17. [National Agenda on the Rights of the Child 2021 – 2026](#)
18. [Institutional Mechanisms for the Rights and Protection of the Child in Albania, Their Practical Operation](#)
19. Balliu, Alesia, '[The Reform of Justice in Albania](#),' Beijing Law Review Vol.11 No.3,September 10, 2020
20. Mandro, Dr. Arta, '[Juvenile Justice in Albania, An analysis of the juvenile justice system and the situation of juveniles in Albania](#)', June 2007

21. Ad Hoc Committee for the Reform of Justice System, '[Analysis of The Justice System in Albania](#)', June 2015
22. Save the Children, [Inter Agency Guidelines for Case Management and Child Protection](#), 2014
23. [OECD Evaluation Criteria](#).
24. Strengthening Juvenile Justice in Albania, Programme Document
25. '[The Reform of Justice in Albania](#),' Beijing Law Review Vol.11, September 10, 2020.
26. [Expanding the restorative imagination: Restorative justice between realities and visions in Europe and beyond](#).
27. [Ad Hoc Parliamentary Committee on Justice System Reform, Group Of High Level Experts, Analysis of the Justice System in Albania](#), June, 2015
28. [EOI-ALBA-2019-001](#), Call for Expression of Interest issued by UNICEF Albania Country Office, March 2019.
29. UNICEF, KEY ASKS 2023, SDG 16: [Peace, Justice, and Strong Institutions](#), SDG National Reviews.
30. Bujar Taho, 'Local Coordination of Child Friendly Justice: Coordinated Case Management of Children in Conflict or Contact with the Law,' April, 2020.
31. [UNICEF ethical guidelines](#).
32. UNEG [Ethical Guidelines for Evaluation](#), June 2020.
33. UNICEF, 'Draft Instruction Local Coordination of Child Friendly Justice: Coordinated Case Management of Children in Conflict or Contact with the Law,' April 2020.
34. Save the Children, 'Logical Framework of The Case Management of Juvenile in Contact/Conflict with the Law'.
35. UNICEF, Evaluation of the UNICEF Albania Country Programme 2017-2021, Final Report December 2020
36. Merita Toskaa, Anila Bejko (Gjika), [Decentralisation and Local Economic Development in Albania](#)
37. [Order of Psychologists 2021 Annual Report](#)
38. [Order of Psychologists 2019 Annual Report](#)
39. Save the Children, Programme Progress/Final Report, 31.03.2021
40. MOJ, "[Analysis of the Implementation of the Juvenile Justice Strategy and Action Plan 2018-2021](#)", June 2022
41. Klaudia Hasanllari, 'Juvenile justice crime prevention and multi stakeholders,' PowerPoint, Juvenile Crime Prevention Center

42. Emira Shkurti, 'New Judicial Map of Albania,' March 2023
43. Pukë and Shkodër, 'Results Framework'
44. MOJ, STATISTIKA PËR VITIN 2022 NGA INSTITUCIONET DHE PËR VITIN 2023 NGA IM KAVAJË
45. Save the Children, Final Narrative Report, Output 10.31.3.2021
46. AFCD-CDC, Programme 4th Progressive Report, June-August2022

Annex F: Informed Consent

Agreement to Participate

Evaluation of UNICEF “Inter-agency (sectoral) project for case management of justice for children in targeted jurisdictions”

Who are we and why are we conducting this evaluation?

The evaluation is being conducted by the United Nation’s Children Fund (UNICEF), and is necessary for the purposes of the Programme “Inter-agency (sectoral) project for case management of justice for children in targeted jurisdictions” in Albania, implemented by UNICEF Albania 2019-2022, with funding from the Norwegian government fund and Government of United Kingdom. The project represents efforts by the Government of Albania and local stakeholders, with the support of UNICEF Albania, to operationalize the J4C code, in support of an intersectoral and child-centred case management of children in conflict and contact with the law at local level.

The aim of the evaluation is to understand how and why the approach works, and in what conditions, so that it can be adapted and integrated in national systems for potential future scale up.

As evaluators, we are contracted by UNICEF, but we are not employees of UNICEF. The purpose is to obtain an independent evaluation of the project in four municipalities – Berat, Gjirokastër, Pukë and Shkodër.

What will be your involvement?

Your opinion and point of view are very important to us; therefore, we invite you to participate in this interview/focus group and share your perspectives, attitudes and experiences related to the project.

This will allow us to assess the relevance, coherence, effectiveness, efficiency, impact and sustainability of the project.

We anticipate the interview/focus group will take 1- 3 hours.

You are obliged to keep information that is discussed confidential.

How will the information collected be used?

Everyone who participates in this evaluation is guaranteed confidentiality to protect their privacy. No names or identifiers will be included in any documents or reports. Only summary data for all respondents will be presented in an evaluation report of the project.

While you will not benefit immediately from taking part in this interview/focus group, findings from this evaluation will be used to support other measures that can be taken for project’s integration in the national systems for its future (potential) scale up in Albania in the future.

Evaluators will not provide financial reimbursement nor gifts of any type for participation. Refusal to participate will not impact you in any way. You can skip questions that you do not want to answer or stop the interview at any point without penalty. You can contact UNICEF in Tirana if you have questions.

How do I give permission for my participation in this evaluation?

You acknowledge that this interview will not be audio-recorded; the interviewer will take detailed notes.

You give your permission to participate by checking the appropriate ‘Yes’ box and signing the form. If you do not give your permission to participate, check the ‘No’ box. You should also sign and date this form, and return this form to evaluator before you begin the interview.

Yes, I agree to participate in the interview and will keep information confidential that is discussed during the interview/focus group

No, I do not agree to participate in the interview for this evaluation

Signature _____ Date _____

Annex G: Details of KIIs and FGDs participants

1	Roberto De Bernardi	UNICEF Albania	UNICEF Representative	M	KII1
2	Edina Kozma	UNICEF Albania	UNICEF Deputy Representative	F	KII2
3	Emira Shkurti	UNICEF Albania	Justice for Children Specialist	F	KII3
4	Carlos Bohorques	UNICEF Albania	Chief of Child Protection	M	KII4
5	Ada Shkurtaj	UNICEF Albania	Child Protection Officer	F	KII5
6	Bujar Taho	UNICEF Albania (former)	Consultant	M	KII6
7	Edlira Ngjeci	Save the Children Albania	Senior Child Protection and Gender Specialist	F	KII7
8	Merita Bala	Albanian Foundation for "Conflict Resolution and Reconciliation of Disputes" (AFCR)	Project Manager	F	FGD1
9	Rasim Gjoka	Albanian Foundation for "Conflict Resolution and Reconciliation of Disputes" (AFCR)	Executive Director	F	FGD1
10	Fabiola Egro	"Today for the Future" Community Development Center Network	Executive Director	F	FGD2
11	Andja Trasja	"Today for the Future" Community Development Center Network	Project coordinator	F	FGD2
12	Nabjola Stefani	"Today for the Future" Community Development Center Network	Project Assistant	F	FGD2
13	Klajd Karameta	Ministry of Justice	Deputy Minister	M	KII8
14	Klaudia Hasanllari	Ministry of Justice	Director, Juvenile and Youth Crime Prevention Center (QPKMR)	F	KII9
15	Elona Hoxha	Ministry of Justice	Director Dept of Policy Development and Monitoring	F	KII10
16	Alfred Progonati	General Prosecution Office	Prosecutor, General Office of Prosecution - Tirana: Victim, Witness and Children Sector	M	KII11

17	Arda Hoxha	Ministry of Health and Social Protection	Head of Sector and Protection and Monitoring of Child Rights	F	FGD3
18	Elona Halilosmani	Ministry of Health and Social Protection	Specialist, Protection and Monitoring of Child Rights	F	FGD3
19	Valbona Treska	Order of Psychologists	Head of Order of Psychologists	F	FGD4
20	Eloha Mustafaras	Order of Psychologists	Secretary General	F	FGD4
21	Igli Cutra	Order of Psychologists	Legal Aid Officer	M	FGD4
22	Mirgit Vataj	Order of Social Workers	Head of Order of Social Workers	F	KII12
23	Albana Izeti	Terre Des Hommes	Program manager	F	KII13
24	Ana Majko	Initiative for Social Change ARSIS	Executive Director	F	KII14
25	Alba Jorganxhi	OSCE	National Legal Officer / Project Manager	F	KII15
26	Linda Gjermeni	SIDA – Swedish Agency for Development Cooperation	Program Officer	F	KII16
27	Jorida Muho	Municipality of Gjirokastrë	Vice Mayor	F	KII17
28	Marsida Xarba	National Agency for Employment and Skills, Gjirokastrë	Director	F	KII18
29	Mihane Lapa	Regional Directorate of Professional Training, Gjirokastrë	Director	F	KII19
30	Afrim Mullaj	The Territorial Branch of Probation Service, Gjirokastrë	Director	M	FGD5
31	Albana Allushaj	Directorate of Social Service - Municipality of Gjirokastrë	Director	F	FGD5 & KII20
32	Florian Berberi	Directorate of Social Service - Municipality of Gjirokastrë	Head of the Child Protection Unit	M	FGD5 & KII21
33	Inva Mustafaraj	Directorate of Social Service - Municipality of Gjirokastrë	Social worker	F	FGD5
34	Ariola Ferruni	Local public health office - Gjirokastrë	Mental health specialist	F	FGD5
35	Anjeza Dervishi	Local Pre-University Education Office, Gjirokastrë	Psychologist	F	FGD5 & KII22

36	Brunilda Hoxha	Regional Directorate of State Social Service - Gjirokastrë	Specialist	F	FGD5
37	Loreta Mamani	Multifunctional Association for Culture, Education and Development, Gjirokastrë	Head of Association, mediator	F	FGD5 & KII23
38	Diana Haxhijaj	Local Police Directorate, Gjirokastrë	Specialist	F	FGD5 & KII24
39	Erald Bushi	National Agency for Employment and Skills, Gjirokastrë	Specialist	M	KII
40	Shpetim Horaj	Regional Directorate of Professional Training, Gjirokastrë	Specialist	M	FGD5 & KII25
41	Citjona Nora	The Territorial Branch of Probation Service, Gjirokastrë	Specialist	F	FGD5
42	Erjona Taci	Prosecutor's Office of the General Jurisdiction, Gjirokastrë	Coordinator	F	FGD5 & KII26
43	Kristina Llana	Regional Hospital of Gjirokastrë	Hospital	F	KII27
44	Ervin Demo	Municipality of Berat	Mayor	M	KII28
45	Donald Molishti	Berat District	Head of Qarku	M	KII29
46	Elidon Hysenaj	Prosecutor's Office of the General Jurisdiction, Berat	Prosecutor	M	KII30
47	Dashnor Duro	The Territorial Branch of Probation Service, Berat	Director	M	KII31
48	Valbona Qafa	Local Police Directorate, Berat	Coordinator responsible for domestic violence and minor's cases	F	KII32
49	Erinalda Spahiu	Local Police Directorate, Berat	Specialist	F	FGD6
50	Albana Ismailaj	Local Pre-University Education Office, Berat	Psychologist	F	FGD6
51	Clirim Lapardhaja	Local health care unit, Berat	Specialist	M	FGD6
52	Esmeralda Zylali	The Territorial Branch of Probation Service, Berat	Specialist	F	KII33
53	Bela Gega	The Territorial Branch of Probation Service, Berat	Specialist	F	FGD6
54	Jovina Qevani	Directorate of Social Service, Municipality of Berat	Child Protection Worker	F	FGD6

55	Piro Xeblati	Directorate of Social Service, Municipality of Berat	Director of Social Service (Firmer Head of Child Protection Unit)	M	KII34
56	Dodona Jaupaj	Municipality of Berat	Coordinator of domestic violence	F	FGD6
57	Frida Agalliu	Municipality of Demal	Head of Social Service Department	F	FGD6
58	Kaliona Cili	Municipality of Demal	Child Protection Worker	F	FGD6
59	Valmira Veizaj	Chamber of Advocate, Branch of Berat	Lawyer	F	FGD6 & KII35
60	Ardit Xhafkollari	Psychologist, Berat	Psychologist	M	FGD6
61	Katerina Gjermeni	Free Legal Aid Directorate	Lawyer	F	FGD6
62	Albert Murcaj	Prosecutor's Office of the General Jurisdiction, Shkodër	Head of Prosecution Office	M	KII36
63	Frida Dashi	The Territorial Branch of Probation Service, Shkodër	Director	F	KII37
64	Anton Kosteri	National Bar Chamber, Shkodër Branch	Lawyer, Head of Branch	M	KII38
65	Valbona Tula	Regional Directorate of State Social Service, Shkodër	Director	F	KII39
66	Hasan Muça	Regional Education Office, Lezhe	Director	M	KII40
67	Rozafa Zmijani	National Agency of Employment and Skills, Shkodër	Director	F	KII41
68	Rudina Kruja	Municipality of Shkodër	Former Child Protection Worker	F	FGD7
69	Fatjon Taipi	Office for boys and men, Shkodër	Specialist	M	FGD7
70	Edona Mullai	Municipality of Shkodër	Child Protection Worker	F	FGD7
71	Elona Bilani	The Territorial Branch of Probation Service, Shkodër	Specialist	F	FGD7
72	Vera Mulgeci	Local Police Directorate, Shkodër	Officer for cases of domestic violence and protection of children	F	FGD7 & KII42
73	Arvanita Mllojha	National Agency of Employment and Skills, Shkodër	Specialist	F	FGD7

74	Tonilda Cela	Local Organization "Woman to Woman", Shkodër	Social Worker	F	FGD7
75	Angela Radovani	Children's Home 0-5 years, local organization, Shkodër	Director	F	FGD7
76	Vinifreda Gazulli	Children's Home 5-15 years old organization, Shkodër	Director	F	FGD7
77	Mira Prekperaj	Papa Giovanni Local Organization, Shkodër	Director	F	FGD7
78	Suela Ndoja	Association "Project Shpresa", Shkodër	Psychologist	F	FGD7
79	Arnisa Xhaferri	Light steps Association, Shkodër	Lawyer	F	FGD7
80	Marjana Kaci	Local health care unit, Shkodër	Social Worker	F	FGD7
81	Deshira Kolaj	High School "Osokuka", Shkodër	Social Worker	F	FGD7
82	Artan Seferi	Territorial Branch of Probation Services Pukë	Director	M	FGD8
83	Miliha Islami	Community Center "Today for the future", Pukë	Coordinator	F	FGD8
84	Eliona Mehaj	Municipality of Pukë	Child Protection Worker	F	FGD8
85	Melita Furriku	Municipality of Pukë	Domestic Violence Coordinator	F	FGD8
86	Leonard Hila	Psychologist, Pukë	Psychologist	M	KII43
87	Griselda Dama	Lawyer, Pukë	Lawyer	F	KII44
88	Ilirjan Lleshi	National Agency of Employment and Skills, Branch of Pukë	Service Specialist with the employer	M	KII45
89	Marsida Grami	Ministry of Justice	Former Head of Juveniles sector	F	KII46
90	Aida Cobo	Ministry of Interior	General Directorate of State's Police: Child Protection and Domestic and/or sexual violence Unit	F	KII47
91	Jonida Burba	General Directorate of State Police	Specialist for Juveniles	F	KII48

Annex H: Extended Evaluation matrix

Evaluation Matrix						
Inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions						
Evaluation Criteria	Key Question	Sub Questions	Indicators + Judgment Criteria	Data Collection Method/Main Sources of Information	Data Analysis Methods	Changes to key- and sub-questions ⁵⁵
Relevance	1. Is the intervention a relevant solution to the stakeholder needs and country context (including legal, financial, geographic, etc.) during implementation and going forward?	1a. To what extent does the intervention respond to identified needs of stakeholders, including duty bearers and rights holders (including boys, girls, other vulnerable groups) ²	<ol style="list-style-type: none"> 1. Stakeholder analysis, including HRBA/LNOB⁵⁶, conducted at project design stage and updated throughout the project cycle 2. Evidence of HRBA and Gender programming in ToC and other program documents and updated throughout the project cycle 3. Needs assessment of duty bearers and rights holders by UNICEF/partners at project design disaggregated by HRBA/LNOB criteria 4. Participation of stakeholders, including the most vulnerable (LNOB), in needs assessments, program design, implementation and programmatic changes throughout the project cycle 5. Activities linked to identified needs of duty bearers and rights holders disaggregated by HRBA/LNOB criteria 6. Stakeholders' perceptions re intervention's response to stakeholder needs 	<p>Primary sources</p> <ol style="list-style-type: none"> 1. FGD, e.g. steering committees, intersectoral committees 2. KIIs, e.g. national and local level leadership and providers and implementing partners <p>Secondary sources</p> <ol style="list-style-type: none"> 3. Program documents, e.g., call for expression, narrative reports 4. Theory of change rationale and documentation 5. M&E reporting tools 	<p>Gather and consolidate information: findings from:</p> <ol style="list-style-type: none"> 1. Desk review comparative analysis 2. Quantitative and qualitative analysis of stakeholder surveys 3. Analysis of TOC 4. Triangulation <p>Organize findings: Data that meet the defined criteria will be analyzed and grouped per evaluation criterion, question, type of deliverable</p> <p>Analyze data: Analyze the responses received as a result of KII and FGD and other sources of information and provide findings, recommendations & conclusions</p>	<p>Removed context "including legal, financial, geographic, etc.)" from Key question as it was too broad. Context will be captured in indicators and judgment criteria</p> <p>Removed subject groups identified in sub-questions and added them to indicators/judgment criteria</p>

⁵⁵ Deletions are marked with a strikethrough and additions are marked with a double underline.

⁵⁶ LNOB-Leave No One Behind; HRBA-Human Rights Based Approach;

Evaluation Matrix						
Inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions						
Evaluation Criteria	Key Question	Sub Questions	Indicators + Judgment Criteria	Data Collection Method/Main Sources of Information	Data Analysis Methods	Changes to key- and sub-questions ⁵⁵
		1b. How is the intervention affected by the larger, complex, systemic context in which it is embedded?	<p>7. Analysis of context conducted at project design stage and updated throughout the project cycle</p> <p>8. Impact of judicial context, particularly judicial reform, on implementation of intervention</p> <p>9. Impact of social care system context on implementation of intervention</p> <p>10. Intervention design and theory of change showing considerations of different contextual elements in the assumptions, risks and mitigating factors</p> <p>11. Activities adapted to context referenced in program documents</p> <p>12. Stakeholders' perceptions of adaptations to context during implementation</p> <p>13. Evidence that context and stakeholder needs are still relevant</p>	<p>Primary sources:</p> <p>1. FGD, e.g. steering committees, intersectoral committees</p> <p>2. KIIs, e.g. national and local level leadership and providers and implementing partners</p> <p>Secondary sources:</p> <p>3. Desk Review, e.g., national and international reports re context</p> <p>4. Program documents, e.g., call for expression, narrative reports, programmatic visit reports, progressive reports, etc.</p> <p>5. Theory of change rationale and documentation</p> <p>6. M&E reporting tools</p>	<p>Gather and consolidate information: findings from:</p> <p>1. Desk review comparative analysis</p> <p>2. Quantitative and qualitative analysis of stakeholder surveys</p> <p>3. Analysis of TOC</p> <p>4. Comparative analysis of current context and stakeholder needs</p> <p>5. Triangulation</p> <p>Organize findings: Data that meet the defined criteria will be analyzed and grouped per evaluation criterion, question, type of deliverable</p> <p>Analyze data: Analyze the responses received as a result of KII and FGD and other sources of information and provide findings, recommendations & conclusions</p>	No changes
		1c. To what extent does the intervention respond to the identified bottlenecks in the	14. Program frameworks, ToC and documents identify and address bottlenecks in the public J4C at both national and local level	<p>Primary sources</p> <p>1. FGD, e.g. steering committees, intersectoral committees</p>	<p>Gather and consolidate information: findings from:</p> <p>1. Desk review comparative analysis</p>	No changes

Evaluation Matrix						
Inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions						
Evaluation Criteria	Key Question	Sub Questions	Indicators + Judgment Criteria	Data Collection Method/Main Sources of Information	Data Analysis Methods	Changes to key- and sub-questions ⁵⁵
		public J4C system at national and local level?	15. Activities reference bottlenecks 16. Stakeholders' perceptions of intervention's response to bottlenecks	2. KIIs, e.g. national and local level leadership and providers and implementing partners Secondary sources 1. Program documents, e.g., national and international reports re context 2. Theory of change rationale and documentation 3. M&E reporting tools	2. Quantitative and qualitative analysis of stakeholder surveys 3. Analysis of TOC 4. Triangulation Organize findings: Data that meet the defined criteria will be analyzed and grouped per evaluation criterion, question, type of deliverable Analyze data: Analyze the responses received as a result of KII and FGD and other sources of information and provide findings, recommendations & conclusions.	

Evaluation Matrix						
Inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions						
Evaluation Criteria	Key Question	Sub Questions	Indicators + Judgment Criteria	Data Collection Method/Main Sources of Information	Data Analysis Methods	Changes to key- and sub-questions ⁵⁵
Coherence	2. To what extent does the intervention complement other initiatives/ <u>case management</u> systems at the national and local level to address case management of children in need? (Consideration of government and other major partners, including case management from Needs assessment units, child protection units, gender-based violence, and trafficking)		<p>17. Case management approach (high-level) of needs assessment units, child protection units, gender-based violence, and human trafficking</p> <p>18. Processes, procedures and protocols of needs assessment units, child protection units, gender-based violence, and human trafficking</p> <p>19. Organization of needs assessment units, child protection units, gender-based violence, and human trafficking, i.e. budget and human resources</p> <p>20. Extent that case management systems in different thematic areas utilize similar staff, systems and operational protocols</p> <p>21. Evidence of strategic planning processes actively seeking coherence and synergies to improve coordination, including HRBA/LNOB and updated throughout project cycle</p> <p>22. Evidence that duplication of programming has been reduced through coordination throughout project cycle</p>	<p>Primary sources</p> <p>1. FGD, e.g. steering committees, intersectoral committees</p> <p>2. KIIs, e.g. national and local level leadership and providers and implementing partners</p> <p>Secondary sources</p> <p>3. Desk review, e.g. national documentation re case management processes</p> <p>4. Program Documents, e.g., design documents, narrative reports, programmatic visit reports, progressive reports, etc.</p>	<p>Gather and consolidate information: findings from:</p> <p>1. Qualitative Analysis</p> <p>2. Thematic Analysis</p> <p>3. Comparative Analysis</p> <p>4. Triangulation</p> <p>Organize findings:</p> <p>Data that meet the defined criteria will be analyzed and grouped per evaluation criterion, question, type of deliverable</p> <p>Analyze data: Analyze the responses received as a result of KII and FGD and other sources of information and provide findings, recommendations & conclusions.</p>	Modified Key question to make it more precise (i.e. focus on case management systems) and reflect the data UNICEF would like to gather

Evaluation Matrix						
Inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions						
Evaluation Criteria	Key Question	Sub Questions	Indicators + Judgment Criteria	Data Collection Method/Main Sources of Information	Data Analysis Methods	Changes to key- and sub-questions ⁵⁵
Effectiveness	3.To what extent has the intervention effectively addressed the identified problems and achieved results as intended? What have been some of unintended results?		<p>23. Risk assessment conducted at project design stage and updated throughout the project cycle</p> <p>24. Positive or negative unintended results documented in program reports</p> <p>25. Positive or negative unintended results identified by stakeholders, program implementers or UNICEF</p> <p>26. Program responses (documented or not) to positive or negative unintended results</p> <p>27. Program identification of and response to HRBA/LNOB (see #5 above)</p> <p>28. Stakeholders' and program implementers' perceptions of the effectiveness of the interventions</p>	<p>Primary sources</p> <p>1. FGD, e.g. steering committees, intersectoral committees</p> <p>2. KIIs, e.g. national and local level leadership and providers and implementing partners</p> <p>Secondary source</p> <p>3. Program documents, e.g., call for expression, project design, implementing partner documents, narrative reports</p>	<p>Gather and consolidate information: findings from:</p> <p>1. Qualitative Analysis</p> <p>2. Thematic Analysis</p> <p>3. Comparative Analysis</p> <p>4. Triangulation</p> <p>Organize findings:</p> <p>Data that meet the defined criteria will be analyzed and grouped per evaluation criterion, question, type of deliverable</p> <p>Analyze data: Analyze the responses received as a result of KII and FGD and other sources of information and provide findings, recommendations & conclusions</p>	No changes

Evaluation Matrix						
Inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions						
Evaluation Criteria	Key Question	Sub Questions	Indicators + Judgment Criteria	Data Collection Method/Main Sources of Information	Data Analysis Methods	Changes to key- and sub-questions ⁵⁵
	4. What conditions and factors influence the effectiveness of the intervention <u>at the national and local level?</u> (Including policy space, financial space, partnerships, etc.)		29. Influencing conditions/factors identified at the local level at project design stage and updated throughout the project cycle 30. Stakeholders' and program implementers' perceptions regarding conditions/factors influencing the effectiveness of the intervention	<p>Primary sources</p> <ol style="list-style-type: none"> 1. FGD, e.g. steering committees, intersectoral committees 2. KIIs, e.g. national and local level leadership and providers and implementing partners <p>Secondary source</p> <ol style="list-style-type: none"> 3. Program documents, e.g., call for expression, project design, implementing partner documents, narrative reports 	<p>Gather and consolidate information: findings from:</p> <ol style="list-style-type: none"> 1. Qualitative Analysis 2. Thematic Analysis 3. Comparative Analysis 4. Triangulation <p>Organize findings: Data that meet the defined criteria will be analyzed and grouped per evaluation criterion, question, type of deliverable.</p> <p>Analyze data: The evaluation team will analyze the responses received as a result of KII and FGD and other sources of information and provide findings, recommendations & conclusions.</p>	Added "at the national and local level" for clarification

Evaluation Matrix						
Inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions						
Evaluation Criteria	Key Question	Sub Questions	Indicators + Judgment Criteria	Data Collection Method/Main Sources of Information	Data Analysis Methods	Changes to key- and sub-questions ⁵⁵
	5. How inclusive was the intervention for different beneficiary groups and were key principles such as equity, non-discrimination and accountability incorporated at all stages, from design through to results		<p>31. Effectiveness of intervention for beneficiary groups either identified or not identified by the program based on HRBA/LNOB/ criteria at all stages, from design through to results</p> <p>32. Stakeholder perception regarding inclusivity based on HRBA/LNOB criteria at all stages, from design through to results</p> <p>Note: The indicators/judgment criteria in Key question 1A above will contribute to answer this Key question</p>	<p>Primary sources</p> <ol style="list-style-type: none"> 1. FGD, e.g. steering committees, intersectoral committees 2. KIIs, e.g. national and local level leadership and providers and implementing partners <p>Secondary source</p> <ol style="list-style-type: none"> 3. Program documents, e.g., call for expression, project design, implementing partner documents, narrative reports 	<p>Gather and consolidate information: findings from:</p> <ol style="list-style-type: none"> 1. Qualitative Analysis 2. Thematic Analysis 3. Comparative Analysis 4. Triangulation <p>Organize findings:</p> <p>Data that meet the defined criteria will be analyzed and grouped per evaluation criterion, question, type of deliverable</p> <p>Analyze data: Analyze the responses received as a result of KII and FGD and other sources of information and provide findings, recommendations & conclusions</p>	No changes

Evaluation Matrix						
Inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions						
Evaluation Criteria	Key Question	Sub Questions	Indicators + Judgment Criteria	Data Collection Method/Main Sources of Information	Data Analysis Methods	Changes to key- and sub-questions ⁵⁵
Efficiency	6.To what extent the intervention delivered results in an economic way? What are the factors influencing that? (benchmark to be the non-targeted districts/municipalities)		<p>33. At the project design stage, did the programme consider the economic factors necessary to implement the intervention</p> <p>34. Were financial sources to support the programme considered during design and implementation</p> <p>35. Implementing partner's perspective regarding whether the intervention approach was delivered in an economic way (human resources, budget, fees for professionals, etc.)</p> <p>36. Was inclusion (HRBA/LNOB) integrated and understood in the intervention's management and did resource use reflect differential experiences and results for different people</p>	<p>Primary source</p> <p>1. KII, e.g. national and local level leadership and providers and implementing partners</p> <p>Secondary source</p> <p>2. Program documents, e.g., call for expression, project design, implementing partner documents, narrative reports</p>	<p>Gather and consolidate information: findings from:</p> <p>1. Thematic Analysis</p> <p>2. Triangulation</p> <p>Organize findings:</p> <p>Data that meet the defined criteria will be analyzed and grouped per evaluation criterion, question, type of deliverable</p> <p>Analyze data: Analyze the responses received as a result of KII and other sources of information and provide findings, recommendations & conclusions.</p>	Removed language as a non-targeted municipality will not be evaluated

Evaluation Matrix						
Inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions						
Evaluation Criteria	Key Question	Sub Questions	Indicators + Judgment Criteria	Data Collection Method/Main Sources of Information	Data Analysis Methods	Changes to key- and sub-questions ⁵⁵
Impact	7. What difference did the intervention make to different population groups (children, parents/caretakers, and professionals), and under what circumstances?		<p>37. Number and type of case management tools incorporated into policies, procedures and strategies at the local level</p> <p>38. Impact (intended and unintended) on the Justice Sector at the national level</p> <p>39. Impact on children, parents/caretakers?</p> <p>40. Stakeholder perceptions whether meaningful contributions to transforming systems of oppression occurred leading to lasting change for marginalized and vulnerable groups</p>	<p>Primary sources</p> <p>1. FGD, e.g. steering committee and intersectoral group</p> <p>2. KII, e.g. implementing partners, national and local providers</p> <p>Secondary source</p> <p>3. Program documents, e.g., call for expression, project design, implementing partner documents, narrative reports</p>	<p>Gather and consolidate information: findings from:</p> <p>1. Thematic Analysis</p> <p>2. Triangulation</p> <p>Organize findings:</p> <p>Data that meet the defined criteria will be analyzed and grouped per evaluation criterion, question, type of deliverable</p> <p>Analyze data: Analyze the responses received as a result of KII and other sources of information and provide findings, recommendations & conclusions.</p>	Removed subject groups identified in sub-questions and added them to indicators/judgment criteria
	8. What other conditions/factors are needed to be present alongside the intervention to produce the outcomes intended? (Including policy space, financial space, partnerships, etc.)		N/A	N/A	N/A	Determined with UNICEF that this was a forward-looking question and should be removed. UNICEF will examine this issue if new programming is developed

Evaluation Matrix						
Inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions						
Evaluation Criteria	Key Question	Sub Questions	Indicators + Judgment Criteria	Data Collection Method/Main Sources of Information	Data Analysis Methods	Changes to key- and sub-questions ⁵⁵
Sustainability	9. To what extent does the implementation of the intervention depend on the continuous investments of UNICEF or external partners/donors?		<p>41. Programme efforts to identify sustainability issues at the outset and throughout the project cycle to determine how the programme would be maintained at end of programme?</p> <p>42. Evidence of financial commitment by national and local government</p> <p>43. Evidence of external funding sources (private sector, donors, etc). to J4C related activities</p>	<p>Primary sources</p> <ol style="list-style-type: none"> 1. FGD, e.g. steering committees, intersectoral group 2. KIIs, e.g., implementing partners, national and local government employees <p>Secondary sources</p> <ol style="list-style-type: none"> 3. Desk review, e.g. donor documents 4. Project Documents, e.g. call for expression, project design, project reports 	<p>Gather and consolidate information: findings from:</p> <ol style="list-style-type: none"> 1. Qualitative Analysis 2. Thematic Analysis 3. Comparative Analysis 4. Triangulation <p>Organize findings:</p> <p>Data that meet the defined criteria will be analyzed and grouped per evaluation criterion, question, type of deliverable</p> <p>Analyze data: Analyze the responses received as a result of KII and FGD and other sources of information and provide findings, recommendations & conclusions</p>	
	10. To what extent do counterparts have the capacity to establish the necessary institutional arrangements to operationalize this intervention in the long-term? (Including policy space, financial space, partnerships, M&E systems, etc.)		N/A	N/A	N/A	Determined with UNICEF that this was designed as a forward-looking question and should be removed. UNICEF will examine this issue if new programming is developed

Evaluation Matrix						
Inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions						
Evaluation Criteria	Key Question	Sub Questions	Indicators + Judgment Criteria	Data Collection Method/Main Sources of Information	Data Analysis Methods	Changes to key- and sub-questions ⁵⁵
Gender and equity	11. To what extent does implementation of the intervention address rights of boys and girls and Leave No one Behind (gender and other excluded and marginalized groups).		N/A	N/A	N/A	Determined with UNICEF that this question could be deleted as HRBA and LNOB included in the evaluation criteria above

Annex I: Moderator Guides for KIIs and FGDs

Moderator Guide: Inter-Sectorial Working Group

Interviewer name:

Date:

Location: Pukë Shkodër Berat Gjirokastrë

Number of participants: Male: _____ Female: _____

Participant names, agency and titles: See participant sign-in sheet.

Introduction/Directions (5 minutes)

1. Have each participant complete sign-in sheet as they enter meeting room.
2. Introduce yourself when the meeting begins.
3. Review the informed consent form. Ask each participant to sign the informed consent before beginning the discussion. Keep the signed copy of the informed consent form and leave them an unsigned copy.
4. Explain the scope and purpose of the evaluation and offer a brief description of the methodology. The discussion should take about 1.5 hours.
5. Ask each participant to introduce themselves (name and agency/organization).

Moderator Discussion Sheet

Relevance/Effectiveness (10 Minutes): Is the project doing the right things? The extent to which the projects objectives and design respond to the needs of children in contact and conflict with the law and those who help them.

1. When the project began, were you asked about what you needed to successfully support children in contact and conflict with the law? Were you asked about what children or their parents needed? (EM4, EM19)
2. Do you think the project actually provided what you or children in contact and conflict with the law or their parents needed? What else could have been done or should be done if a new project started? (EM6, EM19)
3. Do you think the conditions (political, social, economic) in your municipality were right when the project began to support the project? If a new project were to start today are the conditions, right? (EM10)

Coherence (10 Minutes): How well does the project fit? The compatibility of the project with other projects in a country, sector or institution.

Let's talk about if the project fit with other case management approaches used in areas where you may also have responsibilities such as human trafficking, domestic violence and child protection.

4. What is similar or different about the way you manage cases for children in contact or conflict with the law compared to other case management systems? (EM15)

Effectiveness (10 minutes): Is the project achieving its objectives? The extent to which the project achieved its objectives and its results, including any differential results across groups.

5. What challenges need to be addressed to improve future projects?

Efficiency (10 Minutes)

Efficiency refers to how well resources have been used and whether there are alternatives that are more cost effective. Resources should be understood in the broadest sense and include full economic costs (human, environmental, financial and time).

6. At the time of the project, do you think that there were resources available at the national or local level to support case management for children in contact or conflict with the law? Which resources, what was missing? How about resources today or for future case management needs?

Impact/Sustainability (10 minutes): Impact: what difference did the project make for beneficiaries; did it make change that really matters to people. *Looks at long-term, higher-level effects* (as opposed to effectiveness). Sustainability: Will the benefits last? The extent to which the net benefits of the project continue or are likely to continue.

7. Do you use any of the case management tools introduced during the project today?
(EM28, EM33)

8. Do you think the project reached all the children in contact or conflict with the law or their parents that it could have? Who did it miss? How can they be reached in the future? (EM30, 31)

9. What recommendations can you offer to improve sustainability of the project and its results? (Sustainability Key Q9)

Distribute Data Sheet (10 Minutes)

Explain that first a data sheet will be distributed with a few preliminary questions that we would like them to fill out. This will only take 10 minutes. A discussion related to these questions and others will follow.

Closing Remarks

Thank the group for their participation. Ask if anyone has any additional comments or suggestions.

Moderator Guide: Steering Committee Members

(Mayor, chief judge, head of local police, head of local probation office)

Interviewer name:

Date:

Location: Pukë Shkodër Berat Gjirokastër

Number of participants: Male: _____ Female: _____

Participant names, agency and titles: See participant sign-in sheet.

Introduction/Directions (5 minutes)

1. Have each participant complete sign-in sheet as they enter meeting room.
2. Introduce yourself when the meeting begins.
3. Review the informed consent form. Ask each participant to sign the informed consent before beginning the discussion. Keep the signed copy of the informed consent form and leave them an unsigned copy.
4. Explain the scope and purpose of the evaluation and offer a brief description of the methodology. The discussion should take 1 – 1.5 hours.
5. Ask each participant to introduce themselves (name and agency/organization).

Questions

Relevance (10 Minutes): Is the project doing the right things? The extent to which the project's objectives and design respond to beneficiaries' needs.

1. Did the project ever ask you about what children in contact of conflict with the law or their parents needed in your municipality? (EM4)
2. Do you think project responded to the needs of children in contact of conflict with the law or their parents in your municipality? (EM6)
3. In your opinion, what measures should be taken by national institutions (MoJ and other line Ministries) for better coordination with institutions and service providers at the local level for children in contact or conflict with the law? (Future)

Effectiveness (10 minutes): Is the project achieving its objectives? The extent to which the project achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.

The project aimed to increase professional capacities to improve knowledge of national and international requirements to protect children; improve the outcomes for children in contact and conflict with the law; support the inter-sectorial technical committee; support children and families by providing psychological services, legal aid, food packages, integration programs, mentoring for life skills, mediation, and so on; provide conflict resolution workshops for children; and provide parenting programs.

4. Do you think local conditions (social, financial, institutional, political) influenced the results of the project? How? (EM22)
5. What challenges need to be addressed to improve future projects?

Efficiency (10 Minutes)

Efficiency refers to how well resources have been used and whether there are alternatives that are more cost effective. Resources should be understood in the broadest sense and include full economic costs (human, environmental, financial and time).

6. Do you think resources were adequate at the national or local level at the time of the project to support case management for children in contact or conflict with the law? How about resources today or for future case management needs?

Impact (10 minutes): The impact criterion encourages consideration of the big “so what?” question, i.e., what difference did the project make for beneficiaries; did it make change that really matters to people. *Looks at long-term, higher-level effects (as opposed to effectiveness).*

7. Do you think the project made a long-term difference in the lives of children in contact or conflict with the law or their parents? How? (EM30)

Sustainability (10 minutes): Will the benefits last? The extent to which the net benefits of the project continue or are likely to continue.

I would like to discuss the issue of sustainability and if you think the project's benefits will last financially, economically and socially.

8. Do you think that the project strengthened structures and processes in your municipality enough to support and reintegrate children in conflict with the law into a normal life? (Key Q9)
9. Are there any potential risks that exist as it relates to sustaining the project's results in the long term? (Including policy space, financial space, partnerships, M&E systems)? (Key Q9)
10. What recommendations would you offer to improve sustainability of the project and its results? (Key Q9)

Moderator Guide: National Level Stakeholders

Interviewer name:

Date:

Agency:

Location:

Interviewee name and title:

Introduction/Directions

1. Introduce yourself when the meeting begins
2. Review the informed consent form. Ask participant to sign the informed consent before beginning the discussion. Keep the signed copy of the informed consent form and leave them an unsigned copy.
3. Explain the scope and purpose of the evaluation and offer a brief description of the methodology.
4. The discussion should take about 1 hour.

General Questions

This is a semi-structured interview guided by a flexible interview protocol and supplemented by follow-up questions, probes and comments. Some guiding questions are included below.

- Start with the simple questions and move to the complex questions.
 - Ask questions that relate to the five evaluation criteria (examples below).
 - Be mindful of your questions considering personal and political implications.
 - Write down your impressions.
 - Know when to end the interview. Watch for clues that the interviewee is ready to end the discussion.
1. Were you involved in the project and what did you do? Explore if they were involved in any start-up activities such as stakeholder analysis, needs assessments or activity development (Relevance EM1, 3, 4)
 2. Looking at the big picture did the project fit with national priorities at that time (August 2019 – August 2022)? (Relevance and future relevance)
 3. At the time of the project (August 2019 – August 2022) do you think the context in Albania (political, legal, social and economic) had an impact on the project? What were they, how did they impact, was context addressed? (Relevance EM7, 10)
 4. What about the context today. Would it impact the effectiveness of a new project?(Future relevance, Effectiveness 22)
 5. Do you think national or institution arrangements were in place to support the project at the time the project (August 2019 – August 2022), including policy, financial, political, etc. Also, discuss if this is true in the current environment. (Sustainability, impact, effectiveness)

6. Considering the case management practices in place at the local level in needs assessment units, child protection units, gender-based violence, and human trafficking, do you think that the case management procedures for children in contact or conflict with the law are similar or different in any way? Do you see linkages or synergies between any of these case management systems? (Coherence EM15)
7. Do you think the project was effective? For children, parents, professionals, etc? (Effectiveness 18, 19)
8. Do you think the economic conditions in Albania can support the development and sustainability of a case management system for children in contact or conflict with the law throughout the country? What is the financial role at the national level vs. the local level? (Efficiency 24, Sustainability 33)
9. Do you think that the project strengthened structures and processes in target municipalities enough to support and reintegrate children in conflict with the law into a normal life and to ensure ownership and sustainability of results? (Impact EM 31)
10. Do you think that this project can be implemented in other municipalities and/or supported at the national level? What recommendations would you provide to achieve this? (Including legal improvements, policy space, financial space etc)?
11. (Specific question for MoJ) Has the MoU between MoJ and municipalities been subsequently renewed according to needs? When?

Moderator Guide: Implementing Partners

Interviewer name:

Date:

Agency:

Location:

Interviewee name and title:

Introduction/Directions

1. Have each participant complete sign-in sheet as they enter meeting room.
2. Introduce yourself when the meeting begins.
3. Review the informed consent form. Ask each participant to sign the informed consent before beginning the discussion. Keep the signed copy of the informed consent form and leave them an unsigned copy.
4. Explain the scope and purpose of the evaluation and offer a brief description of the methodology. Explain that first a data sheet will be distributed with a few preliminary questions that we would like them to fill out. This will only take 10 minutes. A discussion related to these questions and others will follow. The discussion should take about 2 hours.
5. Ask each participant to introduce themselves (name and agency/organization).

Questions

Relevance (10 Minutes): Is the project doing the right things? The extent to which the project's objectives and design respond to beneficiaries' needs.

1. When the project was in the design stage, or at times throughout the project, were you consulted regarding the needs of duty bearers and rights holders? Can discuss stakeholder analysis, needs assessment, HRBA/LNOB, how activities were linked based on the above, etc. (Relevance EM1, 2, 3, 4, 5)
2. Do you think the project was responsive to duty bearers and rights holders needs throughout the project? (Relevance EM6)
3. Do you think the project responded to context (judicial and social care reform) throughout implementation? Was context discussed with UNICEF or others? (Relevance EM10)
4. Do you think the project responded to bottlenecks throughout implementation? (Relevance EM13)

Coherence (10 Minutes): How well does the project fit? The compatibility of the project with other projects in a country, sector or institution.

6. Did you engage in strategic planning, with or without UNICEF, or with the municipalities, seeking coherence and synergies to improve coordination for implementing the project? (Coherence EM14)
When you developed the tools for case management related to children in contact or conflict with the law did you consider other case management systems that may have been in place? What was similar or different between systems? (Coherence EM15)

7. How could the case management system used for children in contact and conflict with the law be modified to fit better with other case management systems? (Coherence EM15)

Effectiveness (20 minutes): Is the project achieving its objectives? The extent to which the project achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.

8. Can you describe any unintended results, either negative or positive, that occurred during the project and if the program responded to these issues (include social, economic or legal effects)? (Effectiveness EM16 and EM17)

9. Regarding duty bearers, do you think the project was effective and why? (Effectiveness EM19)

10. Regarding rights bearers, do you think the project was effective and why? (Effectiveness EM19)

11. When you think about the project, what has worked well as it relates to implementation and achieving results? (Effectiveness EM19)

12. Do you think local conditions/factors (social, financial, institutional, political) influenced the results of the project? How? (Effectiveness EM22)

13. What challenges need to be addressed to improve future projects?

14. Are there any notable differences between municipalities when it comes to success and effectiveness of the project? What do you think is driving those differences?

Efficiency (20 Minutes) How well resources have been used and whether there are alternatives that are more cost effective. Resources should be understood in the broadest sense and include full economic costs (human, environmental, financial and time)

15. Were there any resources at the national or local level at the time of the project to support case management for children in contact or conflict with the law? How about resources for future case management needs? (Efficiency 24, 25)

16. Did you consider the economic factors necessary to implement the project, including financial sources to support the programme? (Efficiency EM24 and EM26)

17. Do you think the project approach was delivered in an economic way (human resources, budget, fees for professionals, (Efficiency EM26)

18. Was inclusion (HRBA/LNOB) integrated and considered in delivering the project's activities and did resource use reflect differential experiences and results for different people? (Efficiency EM27)

19. Do you have any ideas about how future projects can be implemented more efficiently?

Impact (10 minutes): The impact criterion encourages consideration of the big "so what?" question, i.e., what difference did the project make for beneficiaries; did it make change that really matters to people. *Looks at long-term, higher-level effects* (as opposed to effectiveness).

20. Were any of the case management tools introduced during the project incorporated into policies, procedures and strategies at the local level? (Impact EM28)

21. Do you think the project made a difference in the lives of the population groups involved in the project (boys, girls, parents, disadvantaged groups, etc.) (Impact EM30)

22. Do you think the all the intended target groups, including the most disadvantaged and vulnerable, benefited equally from the project? (Impact EM31)

23. In what ways has the project transformed the way municipalities respond to needs of Children in conflict/contact with law? (Impact EM31)

Sustainability (10 minutes): Will the benefits last? The extent to which the net benefits of the project continue or are likely to continue.

24. Do you think that the project strengthened structures and processes in the municipalities enough to support and reintegrate children in conflict with the law into a normal life and to ensure ownership and sustainability of results? (Sustainability Key Q9)

25. Are there any potential risks that exist as it relates to sustaining the project's results in the long term? (Including policy space, financial space, partnerships, M&E systems)? (Sustainability Key Q9)

26. What recommendations would you offer to improve sustainability of the project and its results? (Sustainability Key Q9)

Closing Remarks

Thank the group for their participation. Ask if anyone has any additional comments or suggestions.

Moderator Guide: UNICEF

Interviewer name:

Date:

Agency: UNICEF

Location:

Interviewee name and title:

Introduction/Directions

1. Introduce yourself when the meeting begins
2. Review the informed consent form. Ask participant to sign the informed consent before beginning the discussion. Keep the signed copy of the informed consent form and leave them an unsigned copy.
3. Explain the scope and purpose of the evaluation and offer a brief description of the methodology.
4. The discussion should take about 1-2 hour.

Questions

Relevance (20 Minutes): Is the project doing the right things? The extent to which the project's objectives and design respond to beneficiaries' needs.

1. Did UNICEF perform a stakeholder (duty bearers and rights holders, including HRBA/LNOB) analysis at the project design stage? And throughout the project cycle? (Relevance EM1)
2. When the ToC was reconstructed how did you consider HRBA and Gender issues? Were these issues considered throughout the project cycle? How? (Relevance EM2)
3. When the ToC was reconstructed how did you determine assumptions, bottlenecks and risks? (Relevance EM2)
4. When the project was in the design stage, or at times throughout the project, how were the needs of duty bearers and rights holders considered? Were they consulted? (Relevance EM3, EM4 and EM6)
5. How was the project designed to respond to context (judicial and social care reform) throughout implementation? Were these responses effective? (Relevance EM7)
6. How were program activities adapted to conform with context referenced in program documents? (Relevance EM9)
7. How was the project designed to respond to bottlenecks during the program? Were these responses effective? (Relevance EM13)

Coherence (5 Minutes): How well does the project fit? The compatibility of the project with other projects in a country, sector or institution.

8. Did the programme engage in a strategic planning process? If yes, can you describe it? If yes, did the strategic planning processes actively seek coherence and synergies to improve coordination, including HRBA/LNOB. Was strategic planning updated throughout project cycle? (Coherence EM14)

Effectiveness (15 minutes): Is the project achieving its objectives? The extent to which the project achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.

8. Can you describe any unintended results, either negative or positive, that occurred during the project and how the program responded to these issues (can include social, economic or legal effects)? (Effectiveness EM16 and EM17)
9. Regarding duty bearers, do you think the project was effective and why? (Effectiveness EM18 and EM19)
10. Regarding rights bearers, do you think the project was effective and why? (Effectiveness EM18 and EM19)
11. Do you think national and local conditions/factors (social, financial, institutional, political) influenced the results of the project? How? (Effectiveness EM20 and EM21)
12. What challenges need to be addressed to improve future projects?

Efficiency (10 Minutes)

13. At the project design stage, and throughout the project, did the programme consider the economic factors necessary to implement the project? (Efficiency EM24)
14. What financial sources to support the programme considered during design and implementation? (Efficiency EM25)
15. Was inclusion (HRBA/LNOB) integrated and considered in the project's management and did resource use reflect differential experiences and results for different people? (Efficiency EM27)

Impact (10 minutes)

16. Do you believe the project had an impact at the national level? How and why? (Impact EM29)
17. Do you believe the project made a difference in the lives of the population groups involved in the project (boys, girls, parents, disadvantaged groups, etc.)? How and why? (Impact EM30)
18. Do you believe all the intended target groups, including the most disadvantaged and vulnerable, benefit equally from the project? How and why? (Impact EM30)

Sustainability (10 minutes)

19. Do you think that the project strengthened structures and processes in your municipality enough to support and reintegrate children in conflict with the law into a normal life and to ensure ownership and sustainability of results? (Sustainability Key Q9)
20. Are there any potential risks that exist as it relates to sustaining the project's results in the long term? (Including policy space, financial space, partnerships, M&E systems)? (Sustainability Key Q9)
21. What recommendations would you offer to improve sustainability of the project and its results? (Sustainability Key Q9)

Moderator Guide: NGOs

Interviewer name:

Date:

Agency:

Location:

Interviewee name and title:

Introduction/Directions

1. Introduce yourself when the meeting begins
2. Review the informed consent form. Ask participant to sign the informed consent before beginning the discussion. Keep the signed copy of the informed consent form and leave them an unsigned copy.
3. Explain the scope and purpose of the evaluation and offer a brief description of the methodology.
4. The discussion should take about 1 hour.

Questions

This is a semi-structured interview to discuss the needs of children in contact and conflict with the law, what the NGO is doing in this respect, if NGOs have been or can be working together, local and national context, etc.

1. Is your organization involved with assisting professionals, children or parents who are in contact or conflict with the law? What are you doing? How did you determine what was needed?
2. Where do you think the needs of children who are in contact or conflict with the law fit with national priorities? How about at the local level?
3. What do you think about resources at the national or local level to support children who are in contact or conflict with the law?
4. How do political, social or economic conditions affect services to children who are in contact or conflict with the law? If there are barriers, how can they be overcome?
5. How can NGOs work together to assist children who are in contact or conflict with the law?

Annex J: Data Collection (Survey) Sheet

Data Collection Sheet - Inter-Sectorial Working Group

The following questions collect information about your involvement with the project and to ask about how you feel about various aspects of the project. Your answers are anonymous and will not be attributed to you. Thank you for completing this form.

1. Are you: Male ___ Female ___
2. Were you involved in the UNICEF's project in:
Pukë and Shkodër: October 2021 – August 2022? Yes ___ No ___
Berat and Gjirokastër: August 2019 – December 2020? Yes ___ No ___
3. At the beginning of the project (October 2021 or August 2019):
 - 5A Were you asked which professions who support children in contact or conflict with the law should be involved in project activities? (EM4)
Yes ___ No ___
 - 5B Were you asked what children in contact or conflict with the law or their parents needed?
Yes ___ No ___
4. Do you think the project responded to what you needed to assist children in contact or conflict with the law or their parents? (EM6)
___ Highly Responsive ___ Somewhat Responsive ___ Not Responsive
5. Do you think the project responded to what children in contact or conflict with the law or their parents needed? (EM6)
___ Highly Responsive ___ Somewhat Responsive ___ Not Responsive
6. Does the case management approach used for children in contact or conflict with the law use the same resources (i.e. human, financial, etc.) as other case management systems (EM15)
Needs Assessment Units: ___ extensively linked ___ somewhat linked ___ not linked
Child Protection Units: ___ extensively linked ___ somewhat linked ___ not linked
Gender-Based Violence: ___ extensively linked ___ somewhat linked ___ not linked
Human Trafficking: ___ extensively linked ___ somewhat linked ___ not linked
7. Do you think the project was effective in building your capacity to provide services to children in contact or conflict with the law or their parents? (EM19)
___ Very Effective ___ Somewhat Effective ___ Not Effective
8. Do you think local conditions/factors (social, financial, institutional, political) influenced the results of the project? (EM22)
___ Highly Influential ___ Somewhat Influential ___ Not Influential
9. Were the case management tools introduced by the project incorporated into policies, procedures and strategies at the local level? (EM28)
___ Highly Incorporated ___ Somewhat Incorporated ___ Not Incorporated
10. Do you think the project had a long-term impact on children and parents? (Impact EM30)
___ Highly Impactful ___ Somewhat Impactful ___ Not Impactful

Data Collection Sheet – Implementing Partners

The following questions collect information about your involvement with the project and to ask about how you feel about various aspects of the Programme. Your answers are anonymous and will not be attributed to you. Thank you for completing this form.

1. Are you: Male _____ Female _____
2. At the beginning of the project, were you involved in:
 - 2A A stakeholder analysis to determine who should participate in Programme activities? (Relevance EM4)
_____ Highly Involved _____ Somewhat involved _____ Not Involved
 - 2B Discussions regarding **rights bearers**, particularly issues related to human rights, leave no one behind or reaching those furthest behind? (Relevance EM4)
_____ Highly Involved _____ Somewhat involved _____ Not Involved
 - 2C Discussions related to the needs of **duty bearers**? (Relevance EM4)
_____ Highly Involved _____ Somewhat involved _____ Not Involved
3. How responsive do you think the project was to stakeholder needs? (Relevance EM6)
_____ Highly Responsive _____ Somewhat Responsive _____ Not Responsive
4. How responsive do you think the project was to context (for example, judicial and social care reform) throughout implementation of the Programme? (Relevance EM10)
_____ Highly Responsive _____ Somewhat Responsive _____ Not Responsive
5. How responsive do you think the project was to bottlenecks that may have affected the programme. For example, insufficient awareness and capacities among relevant professionals on child-friendly justice approach or limited community-based services for children in conflict/contact with the law? (Relevance EM13)
_____ Highly Responsive _____ Somewhat Responsive _____ Not Responsive
6. Does the case management approach used for children in contact or conflict with the law use the same resources as other case management systems (Coherence EM18)
Needs Assessment Units: ___ Yes ___ No
Child Protection Units: ___ Yes ___ No
Gender-Based Violence: ___ Yes ___ No
Human Trafficking: ___ Yes ___ No
7. How effective do you think the project was responding to positive or negative unintended results? (Effectiveness EM20)
_____ Very Effective _____ Somewhat Effective _____ Not Effective
8. How effective do you think the project was in building capacity and improving services to children in contact or conflict with the law? (Effectiveness EM22)
_____ Very Effective _____ Somewhat Effective _____ Not Effective
9. Do you think local conditions/factors (social, financial, institutional, political) influenced the results of the project? (Effectiveness EM25)
_____ Highly Influential _____ Somewhat Influential _____ Not Influential

10. How effective do you think the project was for rights bearers based on HRBA/LNOB criteria? (Effectiveness EM26)
_____ Very Effective _____ Somewhat Effective _____ Not Effective
11. Do you think the project was inclusive based on HRBA/LNOB criteria? (Efficiency EM30)
_____ Very Inclusive _____ Somewhat Inclusive _____ Not Inclusive
12. Were the case management tools introduced by the project incorporated into policies, procedures and strategies at the local level? (Impact EM31)
_____ Highly Incorporated _____ Somewhat Incorporated _____ Not Incorporated
13. Do you think the project had a long-term impact on children and parents/caretakers? (Impact EM32)
_____ Highly Impactful _____ Somewhat Impactful _____ Not Impactful
14. Do you think the project had a meaningful, long-term impact transforming systems for marginalized and vulnerable groups (Impact EM32)
_____ Very Meaningful _____ Somewhat Meaningful _____ Not Meaningful

Annex K: Intervention's Results Framework

Strengthening Juvenile Justice in Albania				
Berat and Gjirokastrë				
Programme Outputs	Performance indicator	Targets	Project achievements	Evaluation Status
Progr. Output 2 Access to adequately staffed services is available for children in conflict or contact with the law in Berat and Gjirokastrë	Number of children in the justice system who receive social and psychological support and other services by health, social work or justice/law enforcement services through UNICEF-supported programmes	200	290 children and juveniles 94 females and 196 males 153 are from Br and 137 from Gjr. 127 children suspected as authors of criminal acts, 51 children with the status of victim, 7 children as witness to criminal acts and 105 others assessed as at risk to be in contact/conflict with the law	Exceeded
	Number of parents of children in conflict/contact with the law, participating in parenting programmes.	200	204	Exceeded
	Number of professionals participating in capacity-building activities	70	70	Met
	Number of students participating in conflict resolution workshops	300	375	Exceeded
	% of professionals demonstrating increase in professional knowledge as result of support received (to be measured 6 - 12 months after training delivery)	80% of professionals participating in capacity building interventions demonstrate changes in professional practice	80.6%	Met
Progr. Output 2 Local-level authorities supported to establish and implement inter-	Number of agencies with agreements in place to handle children's cases in a multi-disciplinary and inter-agency fashion	14 agencies at local level	14	Met

disciplinary approach to case management of children in conflict or in contact with the law.	# of cases handled through inter-disciplinary case management	90 cases	126 (94 males, 32 females)	Exceeded
Progr. Output 3 Effective and efficient programme management	Programme Outputs timeliness and quality	Programme Outputs delivered according to the planned timeline and quality endorsed by key stakeholders	Programme output delivered according to the planned timeline and quality endorsed by key stakeholders.	Met
	UNICEF Cash Transfers management	No Direct Cash Transfer installments remaining unliquidated beyond the maturity term of 6 months (since the advance date)	No Direct Cash Transfer instalments remaining unliquidated beyond the maturity term	Met

Results Framework Pukë and Shkodër

No	Indicator/milestone	Project target	Project achievements	SOCIAL MEDIA /Facebook impressions	WEBSITE unique users	Potential Media Reach			Evaluation Status
						Online media average visitors	Print media circulation	Broadcast Media (TV and radio) potential reach	
Indicator 1.1.2	Number of individuals potentially reached (through printed, online, broadcast and social media)	20,000	62,223	56,865	1,701	3,657			Exceeded

No	Indicator/milestone	Project target	Project achievements	Children/Youth (10 - 17 yo)		Youth (18 - 24 yo)		25+		Parents/Carers		Children with disability		Evaluation Status
				M	F	M	F	M	F	M	F	M	F	
Indicator 1.2.1	Number of individuals engaged through face-to-face activities	445	822	194	287	37	26	33	45	27	173	0	0	Exceeded
Indicator 2.1	Number and percentage of targeted adolescents and young people at risk using the gained skills and competencies to prevent human trafficking	8	19	7	7	4	1	NA	NA	NA	NA	1	0	Exceeded
Indicator 4.1	Number of individuals whose cases are managed by intersectoral approach	150	158	58	57	10	13	0	2	10	8	0	1	Met

No	Indicator/milestone	Project target	Project achievements	Gender		Evaluation Status
				M	F	
Indicator 4.1.1	Number and % of targeted justice system's practitioners with improved skills in delivering victims-centered and multi-disciplinary case managements.	50	76	0	0	Exceeded
Indicator 4.1.2	(Increased in number and %) Intersectoral Technical meetings which take place with full representation of the appointed professionals	3	8			Exceeded

Programme Outputs	Performance indicator	Targets	Project achievements	Overall Status
Output 1: Multi-disciplinary local teams of professionals have increased capacities and are supported to implement inter-disciplinary approach to case management of children in conflict and	Number and % of professionals demonstrating increase in knowledge as a result of the training activities (number disaggregated by sex, gender, sector, geographic location)	65 and 90% of the professionals attending the capacity building activities in professional practice	76 and 90.12% (attending at least one of the two capacity building activities (A.1.2 and A.1.3) Disaggregated data are provided in the indicators reporting tool (sheet: Data Source for 4.1.1) The data are also part of the e-booklet prepared. Summarized data: Shkodër: 25 women/14 men/ Subtotal 39	Met

Programme Outputs	Performance indicator	Targets	Project achievements	Overall Status
in contact with the law, including those at risk of trafficking			<p>Pukë: 18 woman/19 men/Subtotal 37</p> <p>Total: 76 professionals (43 women and 33 men) out of whom:</p> <ul style="list-style-type: none"> - 5 prs (4 W and 1 M; 3/Shkodër and 2/Pukë) from prosecution office (prosecutors, judicial police officer, psychologists, coordinator); - 19 prs (15 women and 4 men; 10/Shkodër and 9/Pukë) from municipalities and community centres (child protection specialists, jurists, social workers, etc); - 15 prs (15 men; 9/Shkodër and 6/Pukë) from the police directorate. - 5 prs (3 women and 2 men; 4/Shkodër and 1/Pukë) from the Probation Service. - 4 psychologists (1 woman, 3 men; 3/Shkodër and 1/Pukë). - 3 lawyers (2 women, 1 man; 2/Shkodër and 1/Pukë). - 9 prs (7 woman and 2 men; 6/Shkodër and 3/Pukë) from educational institutions, professional training. - 4 prs (3 women, 1 man; 4/Pukë) from the health services. - 10 prs (8 women, 2 men; 2/Shkodër and 8 Pukë) from NGOs, youth activists, project coordinators). - 2 prs (2 men; 2 Pukë) from Local Employment Office. <p>An e-booklet on the reflections and lessons learned from the 11-month intervention was prepared.</p>	
	Number and % Inter-sectorial technical meetings which take place with the full representation of the appointed professionals	2/5 (Shkodër) 3/5 (Pukë)	<p>3/6 (Shkodër)</p> <p>5/8 (Pukë)</p> <p>In addition to the meetings with the full representation, other meetings have been organized as following:</p> <ul style="list-style-type: none"> - 24 individual meetings (15/Shkodër, 9/Pukë,) - 8 group meetings of inter-sectorial technical professionals (4/Shkodër, 4/Pukë/Fushe-Arrez), 	

Programme Outputs	Performance indicator	Targets	Project achievements	Overall Status
			- 14 inter sectoral technical meetings (6/Shkodër, 8/Pukë)	
	Number of children in the justice system through inter-disciplinary services to access justice, obtain remedies for violations of their rights, to apply diversion and alternative measures and other support services as per identified problems	At least 150	<p>177 persons were referred to benefit from the multi-disciplinary approaches, including psychological service, legal aid, food packages, integration programs, mentored for life skills, provided with professional set kits, restorative approaches, mediation, etc., as follows:</p> <ul style="list-style-type: none"> - 129 children (64 girls, 65 boys) ; - 28 youth aged 18-24 (14 girls and 14 boys); - 2 adults over 25+ (2 women); - 18 parents of children in contact/conflict at risk (8 women and 10 men). <p>Out of the identified cases, 3 cases have been referred to other organizations/ service providers and in 7 cases the children/parents refused the service.</p> <p><i>According to location:</i></p> <ul style="list-style-type: none"> - 152 persons/Shkodër; - 25 persons/Pukë <p>Out of 177 persons, who have mostly received psychological service and legal aid, 39 children and youth have been referred to be involved in integration and reintegration/ mentoring plans (They have been provided with life skills, professional courses, set kits, etc:</p> <p><i>Shkodër/32 cases (2 refused)</i></p> <p><i>Pukë /7 cases</i></p> <p>In 8 cases they have been provided with food package.</p> <p>In 28 cases, restorative practices/mediation have been used to deal with the aftermath of a conflict/offender, involving at least 55 persons.</p>	Exceeded

Programme Outputs	Performance indicator	Targets	Project achievements	Overall Status
	Number of cases managed through restorative practices (victim-offender and family/community conferencing)	30 new cases (20 cases of victim-offender mediation and 10 cases of community conferencing)	28 cases: <ul style="list-style-type: none"> - 18 cases where children in conflict with the law were provided with restorative cautioning or mediation with the affected parties; - 10 cases identified in the school setting settled through restorative dialogue. Disaggregated data are provided in the indicators reporting tool (Sheet: Data for 4.1 – in the ‘persons benefiting from restorative practices’ section) Given that the beneficiaries from restorative practices are also part of the integrated services provided through the project, the number of beneficiaries is reported under previous section.	Partially met
	Number of participants in conflict resolution workshops	180 more children reached	182 participants attending 6 workshops <ul style="list-style-type: none"> - 156 children (92 girls and 64 boys) - 19 teachers (18 women and 1 man) - 5 psychologists (5 women) - 2 security officer (2 women) Shkodër: <ul style="list-style-type: none"> - 124 participants. Pukë: <ul style="list-style-type: none"> 58 participants In addition to the workshops, 72 participants attended the performance of a role-play on conflict resolution demonstrated by students of Shejnaze Juka High School in the “Justice for Children Day” (held in Shkodër on 25 May 2022)	Met
	Number of parents of children in	At least 250	568 persons in total:	Exceeded

Programme Outputs	Performance indicator	Targets	Project achievements	Overall Status
	conflict/contact with the law participating in parenting programs		<ul style="list-style-type: none"> - 209 parents Caregivers/adults - 297 children - 62 youth 	

Annex L: Intervention Media

Implementing Partner	Name of the publication	Type of publication	Target Audience	Distributed to
Save the Children	Conflict resolution through mediation and implementation in schools	Brochure	teachers, children, parents	Schools, community centers
	Strengthening justice for children in Albania.	Brochure	Children, Institutions that work for and with children	Local institutions, schools
	Positive discipline in daily parenting	Training module	Parents	Schools, community centers
	Informative brochure for children and youth	Brochure	Children and Youth	Schools, community centers
Consortium	Reflections and lessons drawn from the implementation of interdisciplinary, cross-sectoral, and restorative approaches in managing cases involving children.	E-booklet	UNICEF, Project stakeholders/ targeted groups (professionals involved in administration of juvenile justice)	Distributed to professionals involved in administration of juvenile justice
	The application of friendly justice/ the young people present the theatrical performance "Besmir" for the first time.	Theatre	All community members (Pukë)	All community members (Pukë, Shkodër)
	Art Mural at the "Sabah Sinani" school, promotional activity dedicated to the day of child-friendly justice.	Mural	All community members (Pukë)	All community members (Pukë)
	Friendly justice with children in Pukë, 13 institutions sign the agreement.	TV reportage NEWS 24	All community members	All community members
	Online campaign "All together for a juvenile-friendly justice".	Photo-messages	All community members (Pukë)	All community members

The application of friendly justice/ The young people present the theatrical performance "Besmir" for the first time	Online article Vizion Plus	All community members	All members community
The involvement of children in conflicts	Reportage Vizion Plus	All community members	All community members
The new approach to friendly justice for children in Shkodër and Pukë.	Online article Vizion Plus	All community members	All community members
Education and awareness through art; the mural in Pukë as a strong message for children and young people in conflict	Online article Vizion Plus	All community members	All community members
Justice, law-enforcement, and service-provision professionals get together to discuss management of cases of children in conflict and contact with the law Roundtables on Local Inter-Institutional Cooperation for Juvenile Justice	Online article	Professionals and community	
Online articles/reportages on the kick-off round table (held in Shkodër , 17 Nov2021) about local cooperation to support prevention of juvenile delinquency	Online media (VOA, Ora News, TV Rozafa, Syri TV, TV1 Channel.	Community	
Articles about the signature of the local intersectoral cooperation agreement in Shkodër	Online media (Star+, RealitetiPost)	Community	

Annex M: List of Evaluation Findings

Relevance

- R1. The intervention responded to the needs of duty bearers to provide assistance to children in contact or conflict with the law.
- R2. UNICEF and implementing partners relied on an informal stakeholder analysis and their background knowledge to determine intervention design, stakeholder engagements and intervention activities.
- R3. Rights holders participated in stakeholder analysis and program design. However, the extent of their participation was not measured or documented in intervention documentation. Input from rights holders during the intervention resulted in programmatic changes.
- R4. Intervention activities, outputs and outcomes adequately reflected the larger, national context. However, the ToC did not adequately address the full national context resulting in missed opportunities.
- R5. Context and bottlenecks relative to the J4C including absence of action at the local level to implement the J4C normative framework, weak restorative models and insufficient awareness and capacities among relevant professionals on child-friendly justice were adequately addressed through intervention activities.
- R6. Intervention activities undertaken to operationalize the J4C revealed gaps in the legal framework, including Law No.37/2017 'Code of Criminal Justice for Children', DCMs and Common Guidance (aka Instructions).

Coherence

- C1: Although duty bearers at the local level were clear about the need to establish a collaborative approach focused on children in conflict with the law, some members of the ERG, the central government and UNICEF, questioned whether there is a need for a separate case management approach for children in conflict with the law, including a separate intersectoral committee and MOU.
- C2: The intervention did not engage in a formal strategic planning process at the central level to understand the coherence of the proposed intervention with the existing regulatory framework for child protection beyond the J4C.

Effectiveness

- E1. The results of the intervention (i.e. activities) were in alignment with outputs 1 and 2 of the ToC and met or exceeded the results as intended in the PRODOC.⁵⁷
- E2. A determination of effectiveness was hampered by the fact that a specific M&E tool (i.e. Microsoft Excel spreadsheet) was only developed and used in Phase 2 of the intervention requiring a manual extraction of data from Phase 1 program reports to determine overall effectiveness of the intervention. There was a weak link between some of the effectiveness indicators and how they were measured, reported and verified in the M&E tool and useful baseline data was absent.
- E3. No unintended results were identified.
- E4. The COVID-19 pandemic influenced the achievement of results, but the intervention responded appropriately and shifted financial and human resources to continue activities.
- E5. Political support, a necessary condition for the ongoing provision of services to children in contact or conflict with the law, is strong in Albania, both nationally and locally. While political issues, such as changes in the judicial map or judicial vetting did not appear to significantly affect the achievement of results during the intervention, they did affect the

⁵⁷ The PRODOC or Project Document outlines project outcomes, expected outputs, responsible parties, a project description, situational analysis, context, M&E, etc.

provision of services for children in contact or conflict with the law after the intervention and may create future conditions.

- E6. The inclusiveness of the intervention for rights bearers for factors such as ethnicity, disability, migration, asylum, sexual orientation/gender identity or income/wealth could not be measured because monitoring and evaluation criteria was not developed or tracked.

Efficiency

- EF1. The results were delivered in an economic way. The largest amount of funding (45%) was spent on behalf of children.
- EF2. Some intervention activities were delivered in an economic way by using money for dual purposes or by engaging in activities with a low barrier for entry that could be engaged quickly, at low cost while reaching a wide audience, e.g., use of social media, radio, newsprint, etc.
- EF3. UNICEF considered financial sources from external governmental donors, CSOs and internal UNICEF funding. There is no evidence that funding from the national government or local governments was sought.
- EF4. There is no documentation or other evidence (M&E) that resources were budgeted or directed towards different subgroups of children. However, anecdotal evidence indicates that different sub-groups of children (HRBA/LNOB) did participate in activities.

Impact

- I1. The intervention did not develop impact indicators to measure changes in outcomes or changes in behavior of the children who received intervention support. Although aggregate data is not available, there is evidence that the intervention made a difference for children who received support through the intervention's intersectoral approach.
- I2. There is no quantitative data demonstrating that the intervention made meaningful or lasting change in justice for children for marginalized and vulnerable groups because statistical data collected as part of M&E was not disaggregated beyond sex.
- I3. The absence of a theory of change at program inception affected the development of achievement measures, key performance indicators, and strategic implementation decisions. However, the ToC proved to be largely valid except for some deficiencies in risks and assumptions (reported in paragraph 99).
- I4. The intervention had long-term impact on overall reform affecting current and future plans to improve justice for children as demonstrated in the Intersectoral Strategy of Justice for Children (2022-2026).
- I5. Based on pre- and post-activity knowledge tests, duty bearers who attended capacity building and awareness activities significantly increased their knowledge of alternative measures and restorative justice by up to 78%. However, there is no written evidence that this knowledge was applied in the workplace to improve services to children in contact of conflict with the law.
- I6. Case management approaches developed during the intervention are still in use today, such as intersectoral technical committees and MOUs, and are an indicator that the intervention had impact.
- I7. One of the most significant impacts documented during the evaluation was a change in the attitude of duty bearers prompting them to begin to focus on restorative processes and to view children in contact or conflict with the law as "victims" as opposed to "delinquents who deserved punitive punishment."

Sustainability

- S1: Municipalities still rely on support from donors to provide services for children in contact or conflict with the law because they lack funds and human resources.

- S2: The intersectoral approach is embedded in Berat, Gjirokastrë and Shkodra through the intersectoral technical committee and the enabling MOUs and tools developed during the intervention such as the roadmap and case tracking forms, are still in use by professional providing services to children in contact or conflict with the law.
- S3: Tools developed during the intervention are not collected and/or placed in a common repository, such as a knowledge library, for current or future reference.
- S4: Evidence of political will at the financial, policy and procedural level for activities related to children in contact or conflict with the law exists, at both the national and local government exists. However, it is not clear if political will has translated into actual finding as the evaluation team.

Annex N: Stakeholders' insights for the future

Stakeholders made the following recommendations during KIIs and FGDs. They are presented without modification and in no particular order. UNICEF and others, including national stakeholders may find these recommendations useful.

Extend the implementation of the project to all municipalities, even in areas with few reported cases, as this is critical for its overall success. The establishment and reinforcement of support structures should be a priority. Proactive efforts should be initiated across the entire country, including schools and families, with a special focus on rural areas. Public awareness regarding rights and essential information pertaining to children in conflict with the law and supporting institutions is currently lacking. It is important to acknowledge that the absence of reported cases in certain municipalities does not necessarily indicate their non-existence; many incidents remain unreported due to a lack of familiarity with the J4C Code among various professionals.

Distribute all manuals and work documents developed through the project implementation not only to the police, courts, and prosecution premises, but also make them available to professionals in an online format and published on the official websites of justice institutions and the Ministry of Justice.

Ensure sustainable interinstitutional collaboration at the local level through discussion of the cooperation agreement among local stakeholders and updating MoUs. The MoU needs to be acknowledged and evaluated by the heads of local institutions responsible for managing the juvenile justice system. Standardizing local-level collaboration by approving a sub-legal act and implementing it consistently across all municipalities in the country. This will help streamline and enhance cooperation at the local level, leading to more efficient and effective governance practices.

Investing in preventive measures is of utmost importance. Central-level institutions need to better understand the situation in each municipality. In most cases involving children in conflict with the law, families have faced significant social and economic problems. At the central level, there should be a parallel plan to identify families with social and economic issues through the state social services. More work needs to be done in schools, starting from the lower educational cycle. Curricula should be improved by incorporating concepts of civic behaviour and community coexistence.

Enhance the role of Child Protection Workers (CPWs) in municipalities, especially in areas with a substantial population. It is advisable to consider assigning dedicated CPWs exclusively for children in conflict with the law. This will necessitate an increase in the budget allocation within the municipality.

Training/Vocational training

- a) Reform the methodology for providing vocational training to children in conflict with the law. Consider having instructors visit their homes to provide tailored support and empowerment to these children. Adopting a friendly and personalized approach is crucial to ensuring their professional development. In future projects, it might be beneficial to offer comprehensive support, guiding the child through every step from "A" to "Z," including their professional growth and assistance in establishing a business. Furthermore, local taxes could potentially be reduced for a specified period until their businesses become more established, incentivizing their success.
- b) Reduce the minimum threshold required for specialized vocational programs, specifically for individuals in conflict with the law. Currently, a minimum of 10 participants is needed to initiate a vocational course. Reducing this threshold would help reduce delays in starting these vocational programs. These adjustments would improve the overall efficiency of the process, allowing children in conflict with the law to access accelerated vocational professional training, thereby reducing the likelihood of them returning to criminal activities.

- c) Enhancing opportunities for children in contact or conflict with the law to access vocational professional courses by reducing barriers and revising admission requirements. Currently, these courses typically require candidates to have completed their mandatory schooling, which poses a challenge for children from the Roma/Egyptian community who often experience high dropout rates. Addressing this condition will ensure greater inclusivity and access to professional courses for these vulnerable children.
- d) Prioritize the professional training of children in conflict with the law by offering support through paid professional internships lasting six months, while ensuring proper documentation. This approach has demonstrated significant benefits and should be a central focus for upcoming projects.
- e) Regional Professional Training Centers in Gjirokastrë, Berat, and Shkodër cities should prioritize tourism-related training courses due to the significant role of tourism in these cities' economies, which offers substantial employment prospects. Providing guidance and support to local families in pursuing training and careers in the tourism sector should be a crucial in the prevention of juvenile delinquency and the reintegration of children in conflict with the law.
- f) Revise the catalogue of approved courses at the Regional Professional Training Centres, authorized by the Ministry of Finance and Economy (MoFE). Currently, the catalogue is limited in scope and lacks regular updates. Noteworthy is the existence of distinct skills within specific groups, like the Roma community, such as umbrella or basket weaving. By offering specialized courses in these skills for Roma children in conflict with the law, the centres could facilitate individuals' attainment of certification in these fields, thereby enabling them to acquire licenses for establishing their own businesses.
- g) Establishing a Regional Professional Training Centre in Berat, especially since it serves as the district centre. This move would not only benefit Berat community but also have a positive impact on nearby municipalities like Kucova, Dimal, and Skrapar due to their close proximity.
- h) Strengthen collaboration with local businesses to ensure a sustainable employment and vocational training scheme for children, aiming to prevent and reintegrate children and children in contact/conflict with the law. Fostering collaboration with local businesses to ensure a sustainable employment and vocational training scheme for children, aiming to prevent and reintegrate children and children in contact/conflict with the law. Raising awareness of business entities about their obligations regarding the employment of young people aged 15-19. Informing this community about DCM No. 108, dated 15.02.2017, "On the Approval of the Regulation on the Protection of Children in Employment."

The Ministry of Finance and Economy should explore the possibility of extending support for children in conflict with the law in the context of employment programs. This support should go beyond the existing 6-month timeframe currently available to all beneficiaries. By extending this support, children in conflict with the law, particularly those aged 15-18, would have an extended opportunity to explore various employment prospects or even initiate their own entrepreneurial ventures. This would provide them with a more substantial foundation for future success.

Maximize the influence of professional groups at the local level that work with children in conflict or contact with the law by prioritizing the municipalities with the highest concentration of these children. Focusing on municipalities where crime trends against them or crimes committed by them exceed the national average. This targeted approach will ensure that resources and efforts are directed where they can have the greatest impact on the welfare and rehabilitation of these children.

The Prosecution Office is encountering significant difficulties due to the absence of institutions responsible for supervising children in conflict with the law placed under "supervision". In the

future, at the regional level, there should be an institution that serves multiple municipalities to address this issue. During the supervision period, which typically lasts 3-6 months, the child should receive support from social and psychological workers while continuing their education. The J4C code mandates that each child must undergo an assessment, and this proposed institution would also assist in conducting these assessments. Therefore, there is an urgent need to establish such a centre.

The National Chamber of Mediators should consider licensing the mediation service in Shkodër and Pukë.

Ensure that the presence of a psychologist is consistent throughout various stages, including the child's reintegration and rehabilitation process. Psychologists should possess specialized training and licensing to provide services within family contexts. To achieve this, a comprehensive review of the guidelines within the Psychologist's Order for home service delivery techniques should be conducted. This revision will significantly enhance the effectiveness of psychological support for these children.

Mayors, Municipal council members, and social service staff in municipalities in the country should be aware that children in conflict/contact with the law are an important target group, similar to victims of family violence, persons with disabilities, Roma/Egyptian minorities, etc. In this context, municipalities should plan adequate budgets to offer high-standard services to this target group.

Empower the family to prevent cases involving children in conflict with the law. It's important in the future to focus on working closely with families who rely heavily on economic aid and are hesitant to integrate or become self-reliant. The goal is to help them integrate and become independent from financial assistance.

Enhancing the accessibility to services, through disclose publicly the list of members within the intersectoral technical working groups in municipalities, in which these groups are already established and functional. This transparency will help community members identify where to seek assistance, whether it be through a specific institution or an NGO that directly provides the required services.

The state social service and local NGOs are another instrument for service delivery. If there are municipalities with NGOs that have expertise in providing services for this category, then these services can be offered through contracted NGOs by the municipalities. If there are no NGOs in larger municipalities or in areas where statistics report a high number of cases, then support should be provided to strengthen local NGOs for providing specialized services. Enhancing the capabilities of local NGOs to deliver services for children in conflict or contact with the law is a priority. One strategy involves direct funding of local organizations by donors, rather than routing it through Tirana based NGOs. This not only promotes the development of specialized service capacities but also ensures the sustainability of these capacities within the communities even after the project's completion.

Involve the child's parents, the Parents Council, the school board members, and representatives from religious institutions in the inter-sectoral group to draft the assessment plan for a child in conflict with the law.

Develop a cooperative agreement between the Ministry of Education and Sports (MAS) and the Ministry of Justice (MD) in support of providing home schooling services for children in conflict with the law under house arrest. This agreement should encompass not only the obligatory 9-year education but also extend to include secondary education.

Incorporating legal education modules and awareness-raising activities for accessing justice and available services into school curricula. Conducting to the entire population legal education programs, especially for issues related to children in conflict/contact with the law.

Establish specialized services for children involved in substance abuse and those with mental health issues who are in conflict with the law. Currently, there are no specialized services for children with mental health problems, and this responsibility falls under MoHSP. In the future, the programs of the Juvenile Institute of Mezez should incorporate programs and protocols for this group.

The state police institution should have a dedicated person for children in conflict with the law.

Annex O: Terms of Reference of the Evaluation

Country:	Albania
Object of evaluation:	Inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions
Time period of evaluation:	2019 - 2022
Geographic coverage:	National; Districts/Municipalities: Berat, Gjirokastra, Puka and Shkodra.
Type of evaluation:	Formative and Summative, Theory-based evaluation
Date of preparation of TOR:	August – November 2022

This Terms of Reference (ToR) is for the evaluation of inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions (districts/municipalities of Berat, Gjirokastra, Puka and Shkodra) in Albania. This ToR outlines the context of the evaluation, conditions and requirements for the evaluation as well as its scope, objective and future use, and the technical requirements that the prospective evaluation team should meet.

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CONTEXT

Over 2,000 children interact with the criminal justice system every year as victims and witnesses.ⁱ In the past 5 years, several laws have been adopted and amended, strengthening the child rights framework in Albania. Law No.18/2017 ‘On the Rights and Protection of the Child’ was adopted and came into force in June 2017, building upon abrogated Law 10347/2010 ‘On the Protection of the Rights of the Child’. The Law defines the duties, institutions, structures, mechanisms to ensure respect for children’s rights by individuals, the family, the state, and strengthening the system of protection of children from violence, abuse, exploitation and neglect, at central and local level. Law No.37/2017 ‘Code of Criminal Justice for Children’ (hereafter, J4C Code), entering into force on 1 January 2018, strengthens the justice system for children and aligns it with international standards and norms aimed at protecting the child in contact with the law based on his or her best interests. The Code represents a departure from the past normative framework that treated children almost as adults. Law No. 111/2017 “On Legal Aid Guaranteed by the State” reforms the procedures and mechanisms for providing primary and secondary legal aid guaranteed by the State, exempting from fees, court expenses and offering free legal aid to children in contact with the law. Progress has been made in developing secondary legislation on the basis of the above legislation.

The first National Justice for Children Strategy and Action Plan 2018-21 was adopted. In 2022, implementation of the strategy was assessed, and the process initiated to formulate the next Strategy and Action Plan 2022-2026. In order to give way to the execution of the normative framework at the local level and to ensure stronger cooperation between central and local authorities, the Ministry of Justice has signed Memorandums of Cooperation with several municipalities across the country, whereby municipalities, and local probation offices in particular, undertake to cooperate closely and better together with the municipal structures in their territory. However, the justice system is not yet friendly to and accessible by all childrenⁱⁱ. The 2019 country progress report issued by the European Commissionⁱⁱⁱ, confirmed that in Albania significant structural gaps in juvenile justice remained, and fulfilling the regulatory framework would require a shift in the administrative culture, considerable capacity building, specific adapted infrastructure, the establishment of community services, and inter-disciplinary and interinstitutional coordination at the central and local level. The justice system operates in a context of social inequality and lack of assessment of social factors and circumstances^{iv}. A UNDP-supported study^v points out that the gaps observed in the judiciary relate precisely to the implementation of the “best interests of the child” principle.

The Ministry of Justice and General Department of Prisons closed three juveniles’ pre-trial detention sections in 2019, as they did not meet international and national standards. Kavaja Institute for the Execution of Criminal Sentences for Minors is the only detention facility for children. The facility generally meets international standards, though children in custody report a lack of rehabilitation services and insufficient education services.^{vi}

Overall, the legislative reform and the other measures have started to have some effect. The number of sentenced to deprivation of liberty by first-degree courts to children has dropped significantly (117 in 2018 to 43 in 2019). Number of children (14-17 years old) detained (pre and post-sentenced) in institutions for the execution of criminal decisions has decreased from 39 (2017) to 19 (2021).^{vii}

It has been in this context, that in close collaboration with Ministry of Justice, other subordinate institutions and public agencies/authorities operating at the local level, UNICEF designed *an intervention* aiming to provide support services and a coordinated and inter-agency (sectoral/institutional) case management approach to children in contact/conflict with the law (CCCL). Through this intervention, UNICEF Albania intended to address the existing and most pressing bottleneck, that of the disconnect between the improved legislative framework in place and the absence of an inter-institutional collaborative practice to guarantee quality coverage of

the needs of CCCL. The intervention aimed to provide a practical case on how could, the new feature of inter-agency (sectoral) collaboration integrated in the 'J4C Code', be translated in practice at municipal level, to support the case management for CCCL.

In 2019, UNICEF initiated the implementation of the inter-agency (sectoral) intervention for case management for CCCL in Berat and Gjirokastra. In 2021, the support was extended to the districts/municipalities of Shkodra and Puka (Table 1).

Table 1: Implementation of the inter-agency intervention for case management of CCCL

District/Municipality	Time Period	Donor	UNICEF's Partner	Implementing Partner
Berat and Gjirokastra	August 2019 - December 2020	Norwegian government fund		Save the Children
Puka and Shkodra	October 2021 - August 2022	Government of United Kingdom		Albanian Foundation for The Conflict Resolution and Reconciliation of Disputes and the Community Development Centre "Today for the Future"

OBJECT OF EVALUATION

The object of the evaluation is the inter-agency (sectoral) intervention for case management of justice for children implemented with the support of UNICEF in Albania in targeted districts/municipalities (Berat, Gjirokastra, Puka and Shkodra) in 2019-2022.

The intervention represents the practice followed by Government of Albania (GoA) and local stakeholders with the support of UNICEF Albania to operationalize the new J4C code into action, in support of an intersectoral and child-centred case management of children in conflict and contact with the law at local level.

Key definitions:

Criminal Justice for Children Code, Article 3, Paragraphs 4, 5 and 6 e give the following definitions:

4. "Child in conflict with the law: is any person who has reached the age of criminal responsibility, i.e. under 18, and against whom there is probable cause for having committed a criminal offence; any person defendant and/or sentenced by a final court decision for having committed a criminal offence.

This definition is self-explanatory, whereas the following two are included in the term; "Children in contact with the law"

5. "Child victim" is any person under 18 who has suffered moral, physical or material harm because of a criminal offence.

6. "Child witness" is any person under 18 who may have knowledge about the criminal offence.

Inter-agency (sectoral) intervention for case management of justice for children have been implemented as integral part of two wider programmes of UNICEF in Albania, namely:

1. 'Equitable Access to Justice for Children in the Western Balkan states in Albania and Montenegro, supported by the government of Norway. In this round, the intervention was titled '*Strengthening the justice for children in Albania*' and was implemented in Berat and Gjirokastra (Aug. 2019 – Dec. 2020) through a partnership agreement between UNICEF Albania and Save the Children Albania. The support to Berat and Gjirokaster was stopped with the closure of the programme cycle.
2. 'Transforming the National Response to Human Trafficking in and from Albania', supported by the United Kingdom Government. This round was titled '*Strengthening interdisciplinary approaches in the management of cases of children in conflict and contact with the law*' and

was implemented in Shkodra and Puka (Oct 2021 – September 2022) through a partnership agreement with a consortium of two local organizations (Albanian Foundation for Conflict Resolution and Today for the Future – community center). The support to Shkodra and Puka was stopped, since the new ‘Human trafficking Programme’ did not maintain its focus in justice.

Inter-agency (sectoral) intervention for case management of justice for children is in full alignment with the National Justice for Children Strategy and Action Plan 2018-21, and National Agenda for Children 202-2026. The intervention accords with the UNICEF global 2018-2021 Strategic Programmatic Area of Protecting from Violence and Exploitation (Goal 3)⁵⁸. It also stands in full harmony with the UNICEF Programme Documents for Albania 2017-2021; 2022-2026, and with the special focus on the most vulnerable communities.

The intervention accords with the Sustainable Development Goal (SDG) 5 (target 2 - Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation); SDG 16 (target 2 - “End abuse, exploitation, trafficking and all forms of violence against and torture of children).

In 2019, at the start of the implementation, a detailed Theory of Change (ToC) was not designed. Annex 1 presents the reconstructed ToC, prepared during the stage of preparing this TOR for the evaluation (as will be described below at the Evaluation Approach section).

The key objectives of these interventions have been:

3. Increasing the capacities of cross-sectoral groups of professionals at the local level and supporting them in the implementation of an inter-sectorial and coordinated cases management of cases of children in conflict and contact with the law, including cases of children at risk of trafficking. Part of this objectives has also been the improvement of institutions infrastructure - establishing interviewing rooms for children in contact with the justice system in a friendly environment and in accordance with the basic principle of the best interest of the child.
4. Supporting professionals at local level to provide comprehensive and needs-focused services for children in conflict and contact with the law, and their parents, as well as increasing awareness of respecting their rights.

Whilst key results of the interventions are presented in Annex II, below is outlined information on financial contribution for the implementation of the intervention, and distribution of funds as per the source.

Table 2: Overview of the expenditure for the intervention, by source of funds (in USD)

District/Municipality	Time Period	Resources from donor	Resources of UNICEF
Berat and Gjirokastra	August 2019 - December 2020	100,000 USD	30,000 USD
Puka and Shkodra	October 2021 - August 2022	110,000 USD	30,000 USD

⁵⁸ https://www.unicef.org/media/48126/file/UNICEF_Strategic_Plan_2018-2021-ENG.pdf

The main stakeholders engaged in the implementation of the intervention can be categorized into the following layers: state central institutions, Regional/district, Municipal governmental partners, local community partners, Programme implementing partners; donors.

Stakeholder type	Name of Stakeholder
State central institution	Ministry of Justice, General Directorate of Police, Ministry of Social Affairs and Health, Ministry of Finance, High Council of Judiciary, High Council of Prosecution
Regional sectoral directorates in Berat, Gjirokastra, Shkodra, and Puka	Intersectoral Technical Groups on child protection – composed on Regional directorates of health, education social welfare, and employment.
District level law enforcement and justice institutions	Local Police Directorates, District Probation Offices, District Prosecution Office, District Courts.
Municipalities of Berat, Gjirokastra, Shkodra, and Puka	Municipalities – department/directorates of social services, including the child protection units, needs assessment and referral units.
Additional professional associations that provide specialized services to children in contact/conflict with the law	Professionals and associations of legal aid, psychological assessment and counseling, mediation services
Programme implementing partners	Save the Children, Albanian Foundation for the Conflict Resolution of Disputes, Community Development Centre 'Today for the future'.

RATIONALE, PURPOSE AND USE OF EVALUATION

Rationale: This evaluation is part of the UNICEF Country Programme Document, 2022-2026, Costed Evaluation Plan. The intervention is a flagship component of the justice for children output of the UNICEF programme, and included at the National Agenda for Children 2022-2026, and the drafted National Justice for Children Strategy and Action Plan 2022-2026. There has not been a rigorous evaluation of UNICEF's support to justice for children work in the last 10 years. By interrogating progress made so far, this evaluation will be instrumental to helping the country office and government to determine the future approach to this area of work given UNICEF country programme priorities, defined results, and resources.

In particular, the evaluation will examine the factors and conditions that have enabled/influenced the progress of the intervention to date, and the necessary measures to be taken for intervention's adaptation, aiming its integration in the national systems, and ultimately its future scale up.

While the evaluation will not be testing UNICEF's Europe and Central Asia Regional Office (ECARO) modelling approach, it is important that the framework guides the conceptual thinking and informs the recommendations emerging from this evaluation (see Annex III). The J4C intervention stands currently as part of (2) Key intervention, with the vision to move towards (3) Plan for integration of key intervention into national systems. The evaluation should provide the necessary evidence

to help determine if and how the intervention should be taken forward and follow the pathway towards intervention's scale up.

Use and users: The UNICEF team, the Ministry of Justice and stakeholders operating at subnational/local level, are the primary users of the evaluation and will take forward utilization of insights, findings and recommendations of the evaluation (refer to list of users at Annex IV).

Mainly, the use of this evaluation will be to:

1. Inform improvement/adaptation of the intervention in existing and/or future jurisdictions.
2. Apply the learnings and evidence of the evaluation to show the potential value of the intervention, feeding, as such, arguments of UNICEF advocacy with public (central and local) authorities for future working strategies, aiming intervention's integration in the national systems, and its future/potential scale up.

Purpose: The evaluation is summative, as UNICEF's support to the interventions have concluded. However, the evaluation is formative, considering its forward-looking perspective to inform future work. The evaluation purpose is two-fold in line with UNEG evaluations; although the learning component is the strongest considering the rationale described above:

- **Accountability:** Independently demonstrate to government/target populations/donors the results of the intervention
- **Learning:** To understand how and why the approach works, and in what conditions so that it can be adapted and understand other measure can be taken for intervention's integration in the national systems for its future (potential) scale up.

OBJECTIVES OF THE EVALUATION

Based on the overall purpose, the three primary objectives of the evaluation include:

1. Assess the relevance, coherence, effectiveness, efficiency, and (to some extent) impact and sustainability of the intervention to understand what worked and why;
2. Assess the extent to which the implementation of the intervention addresses rights of boys and girls and Leave No-one Behind (gender and other excluded and marginalized groups).
3. Document the lessons on the conditions required for the intervention to yield positive intended results given current and future contexts;
4. Provide recommendations for improving/consolidating/adapting the intervention, and advising on potential pathways (areas of work) for its integration in the national systems, aiming scale up in the future.

SCOPE OF THE EVALUATION

The time scope of the evaluation will cover the two rounds of interventions' implementation, from August 2019 – August 2022.

The geographic scope of the evaluation will be the districts/municipalities where the intervention has been implemented – Berat, Gjirokastra, Puka and Shkodra. Owing to the methodological approach proposed as part of the ToR, 1-2 other districts/municipalities, where the intervention has not been implemented, may be included.

EVALUATION QUESTIONS

The questions that will guide this evaluation are aligned with the evaluation criteria developed by the OECD Development Assistance Committee (DAC)⁵⁹ - relevance, coherence, effectiveness, efficiency, impact and sustainability. The evaluation questions are informed by the preferences of internal and external stakeholders (UNICEF, Ministry of Justice, and implementing partners) that took part in a participatory design workshop focusing on evaluability (August 2022). At the inception stage, there is an opportunity to refine the questions based on the desk review performed by the evaluation team, and in close discussion with the UNICEF team and ERG.

At the Inception Report, the detailed evaluation matrix will be attached, linking evaluation criterion with specific questions/areas of inquiry and analytical frameworks/rubrics (assumptions/hypothesis), and corresponding data sources and collection/analysis methods, sampling approach, data disaggregation, triangulation method and benchmarks/criteria to make a judgment.

The final criteria and questions should be designed in a way that ensures that human rights and gender responsive related data will be collected. Evaluation should assess the extent to which the implementation of the intervention addresses child rights and Leave No-one Behind (gender and other excluded and marginalized groups) and be to the extent possible disability inclusive.

Relevance

1. Is the intervention a relevant solution to the stakeholder needs and country context (including legal, financial, geographic, etc.) during implementation and going forward?

Sub-questions:

- 1a. To what extent does the intervention respond to identified needs of stakeholders, including duty-bearers and rights holders (including boys, girls, other vulnerable groups)?
- 1b. How is the intervention affected by the larger, complex, systemic context in which it is embedded?
- 1c. To what extent does the intervention respond to the identified bottlenecks in the public J4C system at national and local level?

Coherence

2. To what extent does the intervention complement other initiatives/systems at the national and local level to address case management of children in need? (Consideration of government and other major partners, including case management from Needs assessment units, child protection units, gender-based violence, and trafficking)

Effectiveness

3. To what extent has the intervention effectively addressed the identified problems and achieve results as intended? What have been some of unintended results?
4. What conditions/factors influence the effectiveness of the intervention? (Including policy space, financial space, partnerships, etc.)

Efficiency

5. To what extent the intervention delivered results in an economic way? What are the factors influencing that? (benchmark to be the non-targeted districts/municipalities)

Impact

6. What difference did the intervention make to different population groups (children, parents/caretakers, and professionals), and under what circumstances?

⁵⁹ The DAC evaluation criteria were first defined in 1991 under the leadership of the OECD.

7. What other conditions/factors are needed to be present alongside the intervention to produce the outcomes intended? (Including policy space, financial space, partnerships, etc.)

Sustainability

8. To what extent does the implementation of the intervention depend on the continuous investments of UNICEF or external partners/donors?
9. To what extent do counterparts have the capacity to establish the necessary institutional arrangements to operationalize this intervention in the long-term? (Including policy space, financial space, partnerships, M&E systems, etc.)

EVALUATION APPROACH AND METHODOLOGY

The proposed approach for this evaluation is quasi-experimental, and theory based. The evaluation will apply mostly qualitative techniques.

The detailed methodology for the evaluation will be fully designed by the evaluation team as part of the inception phase (report).

The approach and methodology of the evaluation should be guided by the UNICEF's revised Evaluation Policy⁶⁰, the Evaluation Norms and Standards of the United Nations Evaluation Group (UNEG)⁶¹, UNICEF Procedure for Ethical Standards in Research, Evaluations and Data Collection and Analysis⁶² and UNICEF's reporting standards⁶³. The inception report should set out an approach and methodology for gathering and analyzing data that is gender responsive and represents the right holders and duty bearers.

A thorough stakeholder analysis should be conducted during the inception phase to identify key institutions and individuals to participate in the data collection phase. The evaluation should have a clear sampling strategy, determining sampling criteria for institutions, stakeholders (individuals) and the non-intervention jurisdiction to ensure adequate coverage. The evaluation team will be encouraged to design the methodology comparing the outcomes of the intervention in the 4 targeted districts/municipalities with up to 2 municipalities where the intervention has not been implemented.

The evaluation team is welcome to suggest ideas about how they would approach this assignment in order to complete it as efficiently and timely as possible. The methodology should aim to identify the limitation and constrains in the availability of data and propose the best mix of data gathering tools to yield the most reliable and valid answers to the evaluation questions and generate maximum learning. It should also contain a clear and complete description of the methods of analysis.

The evaluation should also consider the issues of human rights, including child rights, equity and gender equality and mainstream them throughout the evaluation process and deliverables (including the methodology design, development of data collection tools, analysis of data and drafting of the report), based on UNICEF

⁶⁰ UNICEF 2018 Evaluation Policy <https://undocs.org/E/ICEF/2018/14>

⁶¹ UNEG Norms: <http://www.uneval.org/document/detail/21>, UNEG Standards: <http://www.uneval.org/document/detail/22>

⁶² <https://www.unicef.org/evaluation/documents/unicef-procedure-ethical-standards-research-evaluation-data-collection-and-analysis>

⁶³ www.unicef.org/evaluation/files/UNICEF_adapated_reporting_standards_updated_June_2017_FINAL.pdf

Guidance on gender⁶⁴ and disability integration.⁶⁵ This entails developing a sampling strategy that is inclusive and representative of all stakeholders of the Programme, ensuring the design of appropriate tools, and if deemed possible the participation of beneficiaries. This will imply also that data is disaggregated by marginalized group and differential results are assessed (distribution of results across different groups).

A post-intervention Theory of Change (ToC), see Annex I, has been developed as part of the Evaluation Design workshop. The ToC should be revalidated during the Inception phase with special attention given to the current context and foreseen changes.

At a minimum, the evaluation will draw on the following methods:

- **Desk review** of background documents and other relevant data, including annual planning documents, monitoring reports, and other documents judged relevant;
- **Literature search and review**, and analysis of secondary quantitative data, review of materials on the country context, and recent plans and strategies;
- **Key informant interviews** with Government (national and local level), UNICEF CO, donors, implementation partners, and other stakeholders;

Proposed methods for ensuring validity and reliability at analysis stage will include:

- Triangulation – to confirm and corroborate results reached by different methods.
- Complementarity - to explain and understand findings obtained by one method by applying a second.
- Interrogation - where diverging results emerge from the application of different methods – these will need to be interrogated to either reconcile, or explain, the differences apparent.

Limitations

Limitations include:

- Limited duration of the intervention may have impacted visible results/impact contributable from the intervention.
- The fact that it is not ongoing in any intervention areas, but concluded a while ago, might have affected the memory of the stakeholders and the effects of the interventions.
- Not all key informants that have been involved in the implementation of the intervention might be available or reachable at the time of the evaluation.
- Given the sensitive nature of the evaluation targeted populations, access to stakeholders may not be feasible or appropriate, limiting as such, the richness of the data collected.
- Theory of change is only constructed at the moment of the TOR development, not prior or during implementation of the intervention.

At the inception stage, the team of evaluators will be responsible to detail the limitations and also consider mitigation measures.

⁶⁴ UNICEF (2019) UNICEF Guidance on Gender Integration in Evaluation EVALUATION OFFICE AND GENDER SECTION; UNICEF (2020) “How to” checklist for gender integration into COVID-19 socioeconomic impact assessments and response plans

⁶⁵ UNICEF (2012) Integrated Social Protection Systems Enhancing Equity for Children, UNICEF

ETHICAL CONSIDERATIONS

The evaluation must be in line with the United Nations evaluation norms and standards.⁶⁶ The ethical principles that will guide the evaluation are independence, impartiality, credibility, responsibility, honesty and integrity.⁶⁷ Similarly, it is essential for the evaluation team to maintain respect for the dignity and diversity of the individuals interviewed, and to take into consideration respect for human rights, gender equity and equality⁶⁸ throughout the evaluation process. The team will take the appropriate measures to preserve the confidentiality of information and data of the individuals involved, while respecting the right to provide information in confidence. Here, it is essential that informed consent be obtained when the information is collected.

UNICEF requires that when interviewing children, it is essential that the evaluation team refer to the UNICEF guidelines, Ethical Research Involving Children.⁶⁹ It is also necessary to minimize the risks associated with any possible negative consequences and maximize the benefits for the main stakeholders by foreseeing unnecessary harm or injury that may arise from the findings of a negative or critical evaluation, without compromising its integrity.

The evaluation must also comply with the UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis,⁷⁰ and according to the methodology selected⁷¹, it must be reviewed by an external ethical review committee (contracted by UNICEF Albania). The evaluation will not be able to proceed with the data collection before being approved by the ethical review committee. In its methodological proposal, the evaluation team should clearly indicate any possible ethical issues and specify the supervision and the ethical review mechanisms that are applicable to the evaluation process.

In addition, members of the evaluation team are required to disclose in writing any past experience, of themselves or their immediate family, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise during the evaluation.

EVALUATION PROCESS

Once the evaluation team is on board, the evaluation will be structured in three main phases defined by accompanying activities as described below:

Inception Phase

- **A Desk Review**

The evaluation team will commence the evaluation with a document review for which an electronic library will be established comprising relevant documentation that will be updated on an ongoing basis during the evaluation process. Documentation made available to the team may include but will not be limited to: Project proposals, partner narrative reports, country-specific documents/data, etc. (The preliminary list of documents can be found at Annex VII).

- **Briefing with UNICEF team**

⁶⁶ **UNEG Norms and Standards (2016)**: Available from www.uneval.org/document/detail/1914

⁶⁷ The evaluation team must comply with the UNEG/UNICEF standards and guidelines:

Ethical Guidelines for UN Evaluations (2008): Available from www.unevaluation.org/document/detail/102 and **Code of Conduct for Evaluation in the UN system** (2008): Available from www.unevaluation.org/document/detail/100

⁶⁸ **INTEGRATING HUMAN RIGHTS AND GENDER EQUALITY IN EVALUATION – 2011**

Towards UNEG Guidance, www.uneval.org/document/detail/980

⁶⁹ **Ethical Research Involving Children** (2013). Available from <http://childethics.com/wp-content/uploads/2013/10/ERIC-compendium-approved-digital-web.pdf>

⁷⁰ UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis, 2015: www.unicef.org/supply/files/ATTACHMENT_IV-UNICEF_Procedure_for_Ethical_Standards.PDF

⁷¹ Should methodology proposes data gathering involving vulnerable groups, sensitive subjects and/or use of confidential data.

UNICEF team and evaluation team will conduct 2 virtual discussions, covering, *but not limited to*: a) evaluation process, with its key milestones and deliverables. b) roles and responsibility of major stakeholders in the evaluation management; c) quality and ethical assurance steps, tools and templates for the evaluation deliverables; d) update on the list of materials for desk review; e) timing and agenda of the Inception mission.

- **Establishment of the evaluation reference group (ERG)**

UNICEF will interact with Ministry of Justice and other stakeholders to establish the Reference Group for this evaluation (Annex V for ToR for the ERG). The ERG does not have any formal evaluation management responsibilities. It will act in an advisory capacity and provide inputs on all main evaluation deliverables that are expected to strengthen the quality and credibility of the evaluation.

- **An inception mission (IM).** Once the initial desk review is completed, an inception mission in Albania will be organized. The purpose of the IM is to interact face-to-face with the UNICEF team on the evaluation the process and methodology; more specifically, to work on: a) refining the constructed TOC, including the narrative for causal relationship between activities, outputs and outcomes, risks and assumptions; b) completing the stakeholder analysis⁷², including visualization of the interconnect; c) discussing the evaluation matrix, refining (if needed) the evaluation questions and developing the sub-questions; d) methodology - identification of control municipality(ies).

- **An Inception Report (IR)**

An inception report will be submitted that demonstrates impartiality, and that aligns with UNICEF's quality standards. The IR will be subject to quality assurance performed by the UNICEF Albania and Regional office, a review conducted by the ERG, an ethical review⁷³ – should methodology proposes data gathering involving vulnerable groups, sensitive subjects and/or use of confidential data – and, finally, an external quality assurance check that requires a satisfactory rating for the data collection phase to proceed. First draft is reviewed by UNICEF team only. Subject to the degree of feedback incorporated, the second IR is reviewed in parallel by ERG, ethical board, quality review company and UNICEF Regional office colleagues. Subject to receiving satisfactory rating from the quality review company, the Mature IR will be prepared incorporating the feedback received and matrix of how the comments are addressed.

Considering the above-described process and conditions, at least 3 IR versions of IR are expected to be prepared, until it is marked completed. The approval of the IR by UNICEF Albania Representative marks the completion of the Inception Phase.

Based on the desk review and the IM, the IR will: a) provide a contextual description; justifications of proposed changes to the evaluation ToRs; an outline of the detailed methodology (including sampling strategies for all primary data collection, description how the methodology is human rights and gender responsive, data protocols); theoretical frameworks against which the Intervention will be assessed; a description of the quality assurance mechanism of the evaluation team. The IR will also outline evaluation team strategies for management of data gaps, or data reliability issues, and it will include ethical considerations and approaches relating to primary data generation, as well as the process for ethical review and oversight of the evaluation process, if needed. Attached to the IR

⁷² 1) Mapping of all stakeholders (both duty bearers and right holders), b) Identification of the specific contributions and roles of key stakeholders (financial or otherwise), including UNICEF; c) linkages within them.

⁷³ If required, a an Institutional Review Board will be contracted by UNICEF Albania to ensure data collection and analysis instruments and protocols are reviewed and cleared before proceeding to data collection mission.

will be detailed evaluation matrix; a stakeholder analysis; the TOC; a work plan; and an overview of the division of labor between the evaluation team members.

The report will be numbered in paragraphs (for ease of receiving feedback) and be no longer than 30 pages excluding annexes.

Sample Outline for the Inception Report

1. Presentation of the country context, policy and programming aspects
2. Object of the evaluation
3. Purpose, objectives and scope of the evaluation
4. Constructed theory of change, including the narrative for causal relationship between activities, outputs and outcomes
5. Evaluation framework (evaluation criteria and questions). At the annex, this will be accompanied, with a detailed evaluation matrix linking evaluation criterion with specific questions/areas of inquiry and analytical frameworks/rubrics (assumptions/hypothesis), and corresponding data sources and collection/analysis methods, sampling approach, data disaggregation, triangulation method and benchmarks/criteria to make a judgment.
6. Preliminary stakeholder analysis and preliminary positioning of stakeholders (building upon the exercise during the IM).
7. A complete methodology with:
 - an explanation and rationale of the methodological design and analytical framework, description of how methodology is human rights and gender responsive;
 - sampling and list of people to interview and sites to visit;
 - data collection tools (questionnaire, interview guidelines, etc.). In case of data collection with children and vulnerable groups, will be included data protection protocols and pathways of reporting;
 - limitations and mitigation measures;
 - ethical considerations;
 - data analysis (how the data will be analyzed, what technique, software and approach will be used, including triangulation, how it the analysis will be human rights and gender responsive), criteria for identification of recommendations and lessons learned.
8. Work plan, including data collection agenda and description of the role and responsibilities of each team member
9. Deliverables and quality assurance
10. Outline of the Final Report (structure of the report)
11. Bibliography
12. Annexes

Text should be distributed between main body of the Report and its Annexes, to ensure flow of reading, and highlighting in the body of the report the core content.

Note: The structure of the Inception Report will be agreed between UNICEF Albania and Evaluation team, based specificities of this evaluation, the checklist for quality assurance of the Inception Report that will be used by the external quality review company, and if required the checklist for ethical review.

The Data Collection Phase

- Following the inception phase, a three-week data collection agenda will be defined and agreed upon. The national expert will carry most of the weight in this process, whilst the

international consultant will conduct interviews with strategic stakeholders. If relevant, during this phase, secondary data will be generated and generated.

- UNICEF will provide organizational support during the data collection process ensuring, to the extent possible, smooth access to key stakeholders at national and sub-national level via logistical / coordination facilitation, and translation.
- Following the review of the transcripts of data collected, the evaluation Team will present preliminary observations and findings to UNICEF and relevant colleagues.

The Reporting Phase

- The evaluation team will prepare 1st draft evaluation report that will be subject to a review undertaken by UNICEF team. Following the first review of the draft report, the evaluation team will incorporate the comments provided and prepare a second report, alongside a response matrix detailing how comments were addressed. The second draft will be shared with for external quality assurance⁷⁴, ERG and be also reviewed by UNICEF team (including relevant RO colleagues). Comments will be incorporated into the final draft report, coupled with a response matrix. As with the IR, if the draft report does not pass UNICEF's external quality assurance with a satisfactory rating, another draft report will be submitted for quality assurance, until satisfactory level of the report quality is achieved.
- Once a final draft report has been approved, the evaluation Team will present and discuss with UNICEF and relevant stakeholders the evaluation findings and recommendations. UNICEF Albania will be responsible to organize the meeting, where the international consultant will participate remotely/virtually.
- Following the validation of the findings, the Finalized Report will be compiled to be approved by UNICEF Albania Representative. UNICEF keeps the right for final Report's editing and design of the Report. UNICEF holds the copyrights of the report.

Conclusions, lessons learned, and recommendations should clearly identify the findings to which they are linked with and be linked with the evaluation purpose.

Recommendations should target UNICEF Albania and other stakeholders as deemed relevant. Clear prioritization and/or classification of recommendations should be done to support use. The amount of recommendation should be balanced to the purpose of the evaluation and feasibility of their implementation.

The report will comply with UNICEF's reporting standards (including report structure)⁷⁵, UNICEF stylebook 2022 and the quality assurance templates (to be shared with the evaluation team at the onset of the evaluation process).

The report will be numbered in paragraphs (for ease of receiving feedback) and be no longer than 40-60 pages excluding annexes. Annexes to include ToR for the evaluation, detailed evaluation matrix, marking any changes from the TOR and IR, list of interviewees, ToC/logical framework (unless included in report body), list of site visits/data collection, data collection instruments (such as survey or interview questionnaires), list of documentary evidence. Other appropriate annexes could include: additional details on context, programme, methodology, results chain, information about the evaluator(s).

⁷⁴ The same company, hired by UNICEF Albania that performed the review of the IR.

⁷⁵ <https://www.unicef.org/media/54771/file>

Upon completion of the evaluation report, it will be rated in UNICEF’s Global Evaluation and Research Oversight System (GEROS),⁷⁶ and it will be published on UNICEF’s global website. Quality assurance templates will be shared with the evaluation team at the onset of the evaluation process.

WORKPLAN AND DELIVERABLES

A tentative time frame for the evaluation is provided below. The evaluation is expected to be completed within 8 months upon signing the contract (target commencement and end date is: February 2023 – September 2023). An extended period is dedicated to the inception phase to ensure proper scoping of the evaluation.

Activity	Feb	Mar	Apr	May	June	Jul	Aug	Sep
Inception and Desk review	X	x						
Draft Inception report		x						
Report reviewed by evaluation stakeholders, ethical review and quality assurance conducted		x	x					
Finalization and approval of Inception Report			x					
Data Collection and Mission and presentation of preliminary observations				X	x			
First draft report						X		
Report reviewed by evaluation stakeholders, ethical review and quality assurance conducted							X	
Final Report								x
Final presentation								x

The evaluation main deliverables are outlined below. Number of days is indicative. Time will need for UNICEF review and comments.

Evaluation main deliverables and deadlines

Evaluation Deliverables	Completion Dates	# of days Team Leader	# of days per Team Member
Desk review and Inception Mission	2 weeks before submission of the IR	6 (3 days ⁷⁷ in the country)	7 ⁷⁸
Inception Report (30 pages excluding annexes), including presentation	2 weeks after the remote inception mission begins	10	5
Data collection and preliminary observation presentation to UNICEF staff.	4-6 weeks after the beginning of the Inception Phase.	10 (5 working days in the country)	27 (18 days within country travel)

⁷⁶ https://www.unicef.org/evaldatabase/index_GEROS.html

⁷⁷ Travel days to and out of the country are not counted as working days.

⁷⁸ An additional data is added for the national expert so support with the summary of any documentation that is solely in Albanian language.

Draft Report (40-60 pages excluding executive summary and annexes towards which national expert will contribute with, at least, 10 pages). Presentation to UNICEF team, ERG and other stakeholders.	2 weeks after completion of data collection	15	4
Final Report (as above) should be a publishable document.	3 weeks after internal review and external quality assurance on draft report have been completed.	3	1
Final presentation to RO / CO / ERG A PowerPoint Presentation of the evaluation, its main findings, recommendations and conclusions.	1-2 weeks after approval of final report.	1	1
Total		45	45

ROLES AND RESPONSIBILITIES

The undertaking of the evaluation is planned to be undertaken by a team of 2 consultant – the team leader - international consultant, and the national expert/consultant. Each of them will have a direct contract with UNICEF Albania (separate), however, it is expected that the team leader will be overall responsible for guiding the work of the national consultant. At any time during the process, the UNICEF evaluation manager should be consulted and know the division of the work between the team leader and the national consultant.

The team leader is expected to have primarily the evaluation expertise, whilst the national expert to have the J4C expertise.

Common tasks and duties for the evaluation team

The evaluation team is requested to refer attentively to the documentation made available in the electronic library developed for the evaluation, including the ToRs, context information and information on UNICEF’s interventions.

- Evaluation team (both consultants) is requested to familiarize themselves with UNICEF’s global normative products in the substantive areas for which they are responsible.
- Evaluation team (both consultants) will contribute to the evaluation deliverables – inception report, final report and power point presentation;
- Evaluation team (both consultants) should participate in the field data collection mission.

The team leader will be responsible for managing and leading the evaluation, designing the evaluation methodology, developing tools, data collection, analyzing data, conducting debriefing sessions, drafting the inception and the final reports with recommendations, guiding the national expert, and presenting the final report.

Specific tasks of the Team Leader will include but may not be limited to:

- Complete the desk review of existing information on the context including national policies and priorities, all relevant programme documents and reports, previous studies, research and evaluations.
- Familiarize and adhere to all the guiding UNICEF documents for the conduct of quality evaluation.
- In agreement with UNICEF evaluation manager, divide the roles and responsibilities with the national expert during the entire evaluation process
- Lead the process for the stakeholder analysis developed during the desk review and IM.
- Lead the work for the preparation of the Inception Report (IR), with completed evaluation matrix.
- Develop and provide detailed methodological guidance for the national expert with regards to the data collection tool and define the overall direction for data analysis and quality assurance.
- Conduct interviews with a range of key stakeholders and informants as per the inception report.
- Lead the conduct of analyses and report writing.
- Submit the IR, the draft and final evaluation reports, and develop and deliver a power point presentation on the IR, the main findings and recommendations emerging from the evaluation once the evaluation report has been finally approved.
- Manage the evaluation work plan, respecting deadlines for specific activities and deliverables.
- Maintain a high level of communication with the national expert and UNICEF staff involved in management of the evaluation.

Specific tasks of the national expert will include, but may not be limited to:

- Review all relevant documentation related to the context and programme. Support team leader with summary of information of documents that are in Albanian.
- Support the process for the stakeholder analysis developed during the desk review/inception stage.
- Contribute to the preparation of the Inception Report (IR). Tasks to be assigned by the Team leader and agreed with the UNICEF evaluation manager.
- Conduct interviews with a range of key stakeholders and informants as per the inception report, in at least 5 municipalities. Prepare transcripts for the interviews/focus group discussions in English.
- Contribute to the drafting of the final report, with tasks assigned by the team leader, in agreement with the UNICEF evaluation manager.
- Maintain a high level of communication with the national expert and UNICEF staff involved in management of the evaluation.

The Evaluation Team must demonstrate personal and professional integrity during the whole process of the evaluation. The Evaluation Team must respect the right of institutions and individuals to provide information in confidence and ensure that sensitive data cannot be traced to its source. Especially, the team must be sensitive to and address issues of protection, discrimination and gender inequality.

Role of UNICEF Albania Country Office:

The manager for this evaluation is the Child Rights Monitoring and Evaluation Specialist at UNICEF Albania, who will work very closely with the Justice for Children Specialist. The ultimate responsibility for the evaluation sits with the Representative of the Country Office.

The evaluation is planned and will be overseen in close collaboration with the child protection team of the UNICEF Albania, and the deputy representative. The UNICEF regional office evaluation and child protection specialists will be engaged for the review of all the deliverables of the evaluation.

Key responsibilities of the UNICEF team:

- Lead the management of the evaluation exercise throughout the process (design, implementation and dissemination), ensuring that the evaluation products meet quality and ethical standards.
- Hold monthly meeting (virtual) to discuss on the progress of the work and any emerging issues.
- Establishing and updating the electronic library of documents for the evaluation.
- Sharing the relevant UNICEF documents, tools, templates and provide guidance throughout the process to contribute in delivery of quality deliverables.
- Providing, collecting and summarizing all feedback received for IR and Draft Report throughout the main stages of the evaluation.
- Conducting the Quality assurance as per the Standard Operating Procedures for Research, Studies and Evaluations.
- Ensuring Ethical standards and requirements are fully met as per UNICEF Evaluation Policy and SOPs for RSEs.
- Supporting participation of stakeholders throughout the evaluation process.
- Establishment of the Evaluation Reference Group (ERG) and arrangement of its meetings.
- Ensure ERG members and other key stakeholders are consulted and comment on the evaluation main deliverable.
- Support the development of management response for the evaluation.

APPLICATION REQUIREMENT

The process of solicitation will be done separately for each position in the team, considering that each team member will hold an individual contract with UNICEF. This will enable UNICEF to make up the evaluation team, rather than the applicants proposing other team members in their applications. Technical qualification criteria for the evaluation team can be found at Annex VI.

The evaluation and award criteria that will be used for this bid is: Cumulative Analysis Evaluation (point system with weight attribution). Proposal will be evaluated on the basis of cumulative analysis scheme, where a total score is obtained by each proposal upon the combination of the weighted technical and financial attributes.

The technical component shall constitute 75 points of the total weight for a maximum combined score of 100 points, whereas the financial criteria shall make for 25 points. Proposals scoring below 80% of the maximum of the available technical points will be considered non-compliant, will be rejected and not considered further. Each applicant must submit a technical and a price proposal (in separate documents).

- A) The **technical component** (75 points) should include the following information:
1. CV and P11
 2. Previous work conducted in this area of expertise including links, samples of work (the 2-3 most recent, and for which attribution of the consultant can be identified).
 3. Cover letter to confirm the ability to perform the tasks, confirm qualifications, relevant for the TOR, and confirm that there are no potential or direct conflict of interest in the conduct of the evaluation.
 4. A concept paper (not longer than 5 pages) providing the consultant’s proposed approach/methodology and plan for conducting the consultancy, including the confirmation on the working days for each task/deliverable. In cases of proposing different working days from the estimates in the TOR, a rationale should be provided.

The technical component will be assessed with the following criteria:

Technical sub-criteria	Description	Maximum Points
Academic and relevant experience	Relevance of the academic background and technical/professional expertise in implementation of evaluation.	35
Quality of work	Significance and quality of the previous Reports / work accomplished	15
Technical proposal	Overall presentation, clarity, practicality, soundness and creativity of the concept note	25
Maximum Score for technical criteria		75
Minimum Score for technical compliance		60

Total Maximum points for the technical proposal is 75. Only applications which receive a minimum of 60 points will be considered further.

B) Financial Proposal should include:

Financial proposal in USD for the international consultant and in Albanian Leke for the national expert (inclusive of all taxes). Financial Proposal to be submitted as a total (lump sum), detailing the breakdown per each task / deliverable, identifying daily working fee, administrative and travel costs. The travel related costs should be part of the amount for the respective deliverable for which travel is required. Note that translation services for the international consultant during

Inception mission and data collection (interviews) will be provided by UNICEF Albania.

**Consultants will be responsible for using their own space and IT equipment.
The total amount of points allocated for the price component is 25.**

Only the financial proposals that cover all deliverables/steps specified in the technical proposal (in alignment with the ToR) will be further assessed for the financial criteria. The review of the financial proposal is based on the principle of based value for money, providing highest scores to the lowest offer.

Total obtainable Technical and Price score: 100

The applicant achieving the highest combined technical and price score will (subject to any negotiations and the various other rights of UNICEF) be awarded the contract. When is deemed necessary an interview will be conducted with the applicants receiving the highest score.

ANNEXES TO THE TOR

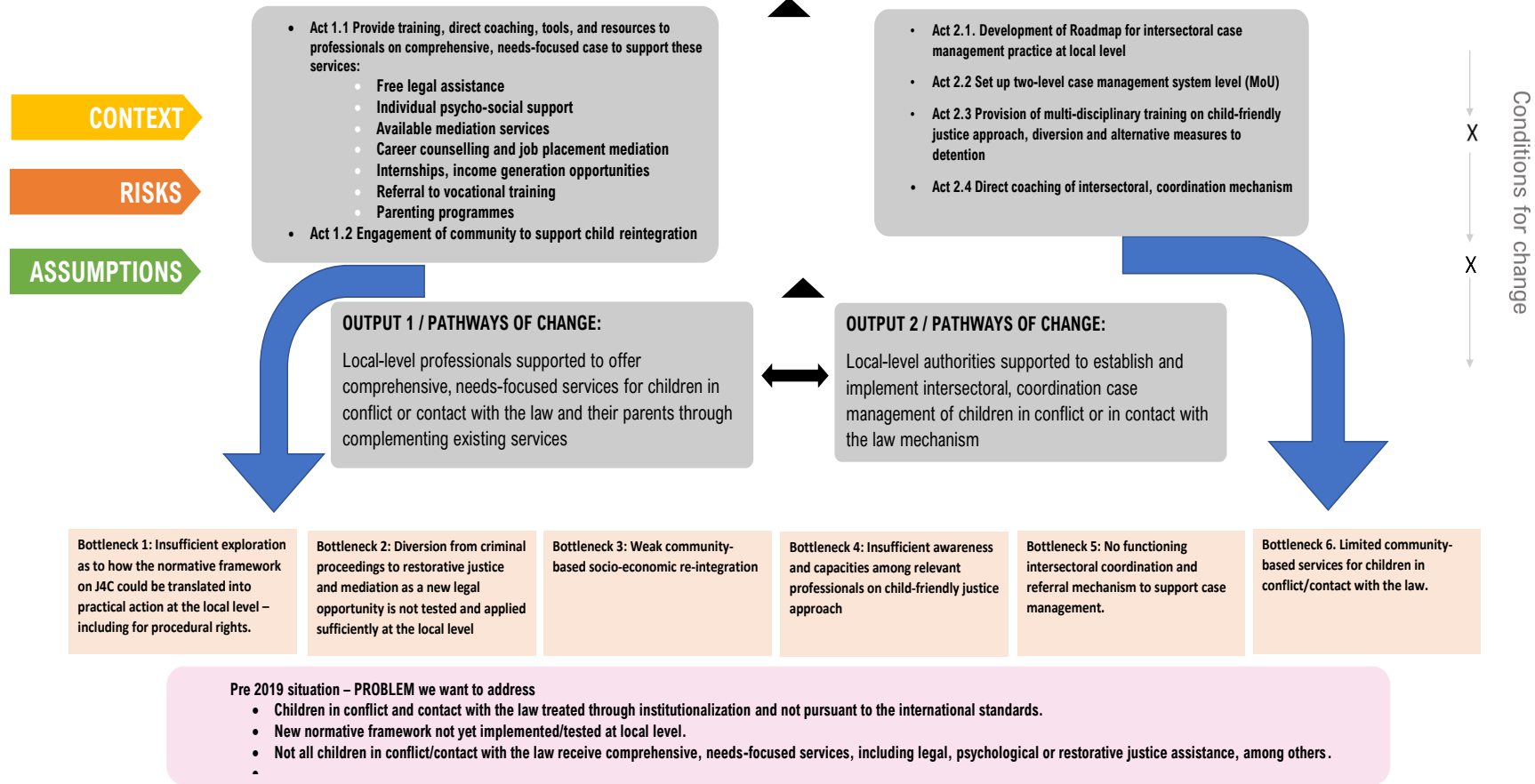
Annex I: Reconstructed Theory of Change

IMPACT / FUTURE DESIRED STATE: Increased quality of juvenile justice, i.e., large scale institutional reform with improved communication and collaboration across institutions, diversion from institutionalization to community-based services

- Better outcomes for target population: Decrease in recidivism of children; decrease of number of children in detention; increase number of alternative measures
- Changes in awareness and attitudes towards children in conflict and conflict with the law from punitive to integrative approach

OUTCOME / INTERMEDIATE CHANGE

- Children’s rights to justice and protection from violence, abuse, exploitation and neglect are effectively supported by a comprehensive system of multisectoral prevention and response mechanisms (UNICEF CPD)
- The Criminal Justice for Children Code and the National Justice for Children Strategy (2018-2021) is operationalized at the local level.



Annex I: Reconstructed Theory of Change (continuation)

Context

- Smaller jurisdictions
- Local partners that are embedded in community to continue to reinforce approach after intervention period
- Changes in approach – addition of mediation and focus on MoU at the onset with jurisdictions.
- Future reforms will consolidate jurisdictions; vetting process continuing; high corruption

Risks (Typology: Strategic, Operational, Financial, Stakeholders, Regulatory/Policy, Governance)

- Elections may impact local buy-in to approach
- High turnover of professionals requires additional training on multi-disciplinary approach to case management
- High workload and understaffing of judges and prosecutors may impede dedicated necessary time for adaptive, individualized case management.
- New judicial map may require closing of local courts in small jurisdictions (*future*)
- Decentralization gives local authorities more responsibility, but resources and tools are not yet available.
- The approach is too new and/or further consolidation is need before replication.

Assumptions (policy, fiscal, institutional, partnerships)

- Political will and leadership will be nurtured over time for supporting the approach.
- The new MoJ J4C strategy (under development) shows consistency with the current one and emphasizes the need for multi-disciplinary approach to case management (*future*)
- Financial resources remain available to support the multi-disciplinary approach.
- Intervention creates increased demand/expectation by the community for services.
- There is buy-in from professionals and to the community to this approach.

Annex II Major Results of the Intervention (2019-2022)

- 350 children and young people in contact with the justice system benefited from free legal services, information in a language suitable for restorative justice, psycho-social counseling, training for a constructive behavior, career counseling and mediation for finding a job, age-appropriate support for following a professional course or for income generation;
- 80 children and young people in contact with the justice system supported through mediation to resolve conflicts;
- 480 children and young people and some 30 teachers informed at school about mediation instruments as a suitable tool for the peaceful resolution of disputes and the prevention of conflicts between peers;
- 120 professionals (including judges, prosecutors, probation officers, police officers and professionals in the field of child rights and protection) benefited from information sessions, cross-sectoral seminars on legislation, policies, and management practices cross-sectional case of minors in contact with the justice system;
- 60 professionals working in different sectors (such as: psychologists, mediators, specialists in the field of education, employment, health, etc.) and participating in case management increased their knowledge regarding issues of special ones related to children in contact with the justice system as well as the cross-sectoral approach in case management;
- 8 probation service officers responsible for children and youth received support for case referral and utilization of community services, interaction with family members, as well as supervision and follow-up of cases;
- 600 parents/family members of children in contact with the justice system benefitted from seminars/awareness activities on restorative justice, mediation, constructive behavior and good parenting, new approaches to and rights to children involved in criminal proceeding, as well as from restorative practices and mediation.

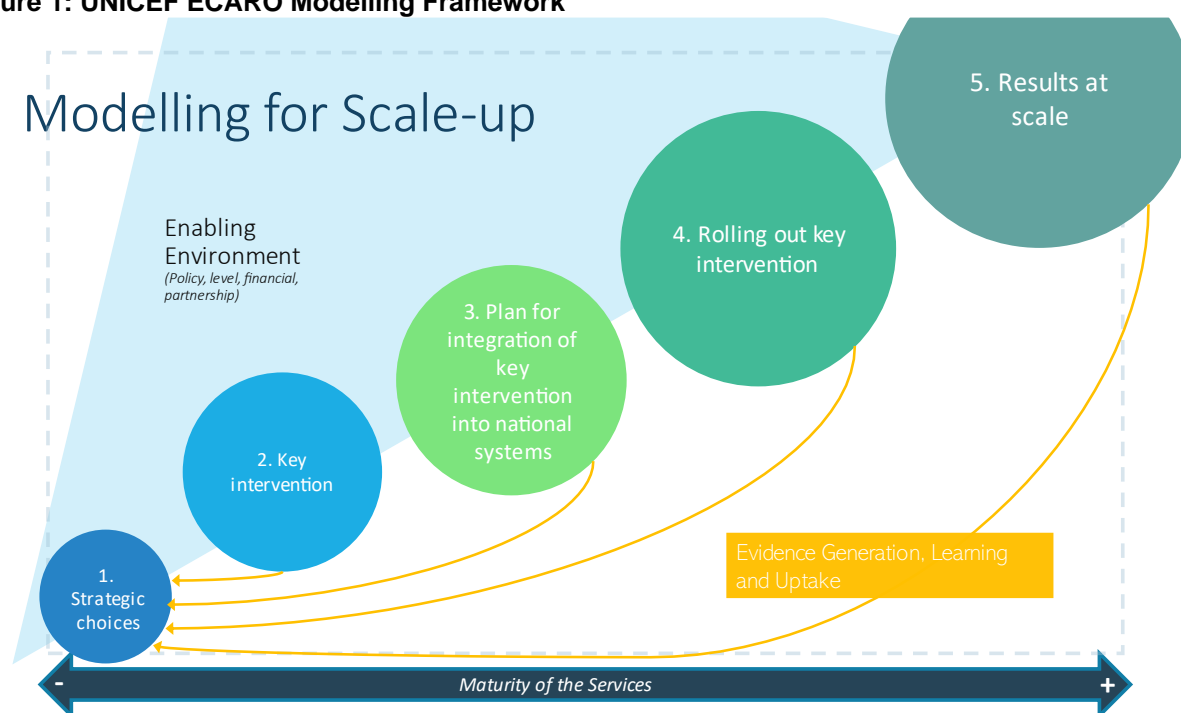
Annex III Modelling Framework to Inform the Evaluation

As defined by UNICEF ECARO, **modelling** is demonstrating something that works in a new context to promote replication of an established effective practice (we know it works and we want others to adopt).

The end goal is **scaling** to support the widespread replication and/or adaptation of an innovation across large geographies and populations for transformational impact. UNICEF ECAR countries have applied the approach of modelling proven interventions in smaller districts and municipalities with the future aim of national adoption to bring results at scale for children.

Within this context, the follow schematic was developed to highlight the steps for modelling:

Figure 1: UNICEF ECARO Modelling Framework



The pathways to scale must consider the enabling environment, which covers:

- Policy space: policy and legal frameworks that allow for or need to be adapted to support the scaling efforts. Political will is key to ensure buy-in and deliver a service with benefits.
- Fiscal/financial space: financial and fiscal resources needed to scale an intervention. It can also refer to the costs of the intervention that need to be adapted in order to fit the available financial space.
- Partnerships: Those who support and those who oppose the initiative, who need to be engaged and supported.

ECARO has outlined key principles for consideration with modelling to support its framework. These include:

- Models are connected to national needs and to policy changes. Modeling agenda cannot have an impact if there are no connections to the policy agenda of the country. Aligning expectations, perspectives, and approaches (towards solving bottlenecks, barriers) is crucial for sustainable impact. High potential of models in agenda-setting

of country strategies. Identifying and influencing in key moments is crucial to promote models linked to national policy agendas.

- Scaling models require an investment, and do not happen by decree. It requires strategic decision on how to use limited resources (financial, human resources), and may have a reputational risk
- The impact of models needs to be measured. Monitoring the impact of modeling is critical to bring them to scale and reach wider impact, especially to prioritize where to invest in scenarios of scarce resources.
- Modeling must be inclusive. It is necessary to improve collaboration, openness, and partnerships. Giving solutions based on own expertise is limiting. The need to open and collaborate more with others is key.

Annex IV: Stakeholder Mapping

- a) **Intended use/ users of the evaluation:** The evaluation may be used by a broad range of stakeholders of which some have a direct stake in the evaluation because they are involved in its implementation. These stakeholders are referred to as Primary Stakeholders. Other stakeholders, i.e. Secondary Stakeholders, refer to rights holders and duty bearers who benefit from the contributions of the Intervention, and organisations with which UNICEF does not have any formal partnership but that work with similar interventions for which lessons and good practices drawn from this evaluation may be relevant.

UNICEF in Albania and UK Government (donor) to further enlarge and improve the programmatic activities in the area of addressing justice for children. Other stakeholders inside UNICEF include: Regional Office for Europe and Central Asia (ECARO) staff who can draw upon the evaluation findings for regional and corporate learning and accountability purposes.

State Bodies. The main Government partners that are engaged in this Programme (enlisted at Table 1) represent the primary audience for this evaluation, who will use the findings of the evaluation to improve implementation and collaboration around justice for children interventions. However, due to the interest in Programme scalability, the regional and local entities in the entire country can be considered as secondary audience for this evaluation.

NGOs have been the main vehicle in implementing the Programme and will undoubtedly use the findings in their direct work to improve the services they provide.

Other donors (secondary audience). Multilateral and bilateral donors will have an interest in evaluation findings, especially those that support social and economic integration / inclusion of the most vulnerable groups and communities – e.g. European Union Delegation, Swiss Cooperation, SIDA, GIZ. Donors will use the findings of the evaluation for learning purposes and informing their own programming in the related fields.

UN agencies (secondary audience). UN agencies, like UNDP, UNWOMEN would use the findings for learning purposes and informing their own programming.

Wider public and academia (secondary audience) to raise self-awareness and participation in the issues that relate to the phenomena of human trafficking.

Annex V: Terms of Reference for the Evaluation Reference Group

Terms of Reference for the Reference Group on inter-agency (sectoral) intervention for case management of justice for children in targeted jurisdictions (Hereafter, Reference Group)

Background

In light of the justice for children (J4C) reform steps, in close collaboration with Ministry of Justice, other subordinate institutions and public agencies/authorities operating at the local level, UNICEF in Albania has designed an intervention aiming to provide services and a coordinated and inter-agency (sectoral/institutional) case management approach to children in contact/conflict with the law (CCCL). Through this intervention, UNICEF Albania intended to address the existing and most pressuring bottleneck, that of the disconnect between the improved legislative framework in place and the absence of an inter-institutional collaborative practice to guarantee quality coverage of the needs of CCCL. The intervention aimed to provide a practical case on how to operationalize the new Justice for Children Code into action, in support of an intersectoral and child-centred case management of CCCL at local level.

Evaluation purpose

Financially supported by UNICEF, and in close collaboration with Ministry of Justice and the Centre for Juvenile and Youth Criminality Prevention, it is intended to undertake an evaluation of the inter-agency (sectoral) intervention for case management of justice for children implemented in targeted districts/municipalities of Berat, Gjirokastra, Puka and Shkodra, during 2019-2022.

The evaluation purpose is two-fold in line:

- Accountability: Independently demonstrate to government/target populations/donors the results of the intervention
- Learning: To understand how and why the approach works, and in what conditions so that it can be adapted and understand other measure can be taken for intervention's integration in the national systems for its future (potential) scale up.

Purpose, Role and Responsibilities of the Reference Group

The Reference Group, by exercising an advisory role, intends to positively influence the quality and ownership of the evidence generated through this evaluation.

Through dialogue among its members, the role of the Reference Group is to:

- provide guidance and advice to keep the evaluation progress in line with its terms of reference;
- provide feedback along the key milestones/deliverables of evaluation (including inception report, preliminary findings and/or draft report);
- when relevant, facilitate the engagement of evaluation's participants / informants and access to other data (e.g. administrative);
- participate in the meetings with the evaluation consultants to provide directions and feedback;
- support in the dissemination of the evaluation findings and recommendations.

Composition of the Reference Group

The Reference Group is intended to be a joint composition of Senior Management Executives and lead technical experts from UNICEF and relevant Albanian Government institutions. It will be co-chaired by the UNICEF Representative in Albania

and the Representative of Ministry of Justice / Centre for Juvenile and Youth Criminality Prevention. Additional technical staff of the below institutions and other stakeholders can be invited to attend meetings, based on need and agreement among members of the Reference Group.

Proposed Composition of the Reference Group	
Institutions	Number of representatives
UNICEF in Albania	3 (including 1 co-chair)
Ministry of Justice / Centre for Juvenile and Youth Criminality Prevention	3 (including 1 co-chair)
General Directory of Probation	1
Municipalities	3

Time Commitment

The duration of the engagement in the Reference group will be February until September 2023. It is expected that the Reference Group meets maximum 3 times to be informed on the progress of the Programme evaluation's and discuss around major deliverables (including inception report, preliminary findings, draft final report).

The below table displays the key the milestones and the engagement of the Reference Group. The calendar of meetings will be discussed at each meeting. When deemed necessary, the meetings can be replaced with email communication. The meetings can be face-to-face, virtually or combined.

Key milestones	Timeline
Reference Group is set-up (email communication)	January-February 2023
First introductory meeting	March 2023
Presentation and contribution to the Inception report (meeting)	April 2023
Presentation of Preliminary findings	June 2023
Contribution to the Draft Final Report - Discussion on the recommendations	July 2023

Quorum

In order to ensure the assessment is completed rapidly, the attendance of all reference group members is not required at meetings. Instead, presence of up to 5 members will form quorum, one being any of the chairs.

UNICEF in Albania will act as a secretariat and provide the logistic support needed for the organisation of the meetings. Elda Denaj, Child Rights Monitoring and Evaluation Specialist (edenaj@unicef.org) will be the contact person for this Reference Group.

Annex VI. Technical qualification criteria for the evaluation team

The Evaluation Team should be comprised of Team Leader (international) and national expert (1).

The Evaluation Team Leader should have the following qualifications:

- Advanced degree in legal, social science, political science and humanities research and/or evaluation-related disciplines.
- At least 12 years' of documented experience in conducting mixed-methods implementation of evaluations and research - Preferably in the field of justice for children/child protection; and/or multi-sectoral work and systems approaches.
- Knowledge of evaluating or implementing bringing pilot projects to scale.
- Experience in managing a multi-disciplinary team.
- Ability to produce content for high standard reports in English.
- Presentation and communication skills.
- Preferably familiarity with UNICEF and the UN system.
- Preferably, experience in the Southeast European region or Albania.

National Expert should have the following qualifications

- Law, social science, and related disciplines
- At least 10 years of documented experience in justice for children programmatic area
- Preferably previous experience in evaluation exercises
- Experience and knowledge of inter-agency work and case management of vulnerable individuals
- Experience in primary data collection, including with vulnerable individuals and children
- Strong information analysis skills
- Ability to produce content for high standard Reports in English
- Preferably familiarity with UNICEF and the UN system
- Communication and presentation skills
- Strong ethical awareness.

Annex VII. Preliminary list of documents/desk review

Partnership Agreement Document of UNICEF Albania and Save the Children
Partnership Agreement Document of UNICEF Albania and Albanian Foundation for The Conflict Resolution and Reconciliation of Disputes and the Community Development Centre “Today for the Future”
Report of the Partnership Agreement Document of UNICEF Albania and Save the Children
Report of the Partnership Agreement Document of UNICEF Albania and Albanian Foundation for The Conflict Resolution and Reconciliation of Disputes and the Community Development Centre “Today for the Future”
End of project document for Equitable access to justice for Children in Albania and Montenegro 2019-2021

Report on Best Practices from the Programme ‘strengthening juvenile justice in Albania’.

[Evaluation of the Programme on Transforming the National Response to Human Trafficking in and from Albania, 2019–2022](#)

Roadmap for the Juvenile Justice in Albania

Monitoring report of the National Strategy and the Action Plan on Justice for Children 2018-2021 (in Albanian only)

Draft National Strategy and Action Plan on Justice for children 2022-2026 (in Albanian only)

European Commission Albania progress report 2021, 2022

Byrne K., Kulluri E., Gedeshi I., 2021. [Situation Analysis of Children and Adolescents in Albania](#). UNICEF Albania, Tirana

Cuninghame C., 2021. [Child notice Albania](#)

United Nations [Albania Country Common Analysis 2020](#)

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