



Functional Bureau Strategy

Office to Monitor and Combat Trafficking in Persons

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1. Executive Statement and Mission Statement

Trafficking in persons represents a threat to public safety and national security and, as such, is a policy priority for the U.S. government, both at home and internationally. This criminal activity—also known as “human trafficking”—involves the exploitation of someone for the purposes of compelled labor or a commercial sex act through the use of force, fraud, or coercion, or the use of a child for the purpose of a commercial sex act. Traffickers exploit women, men, and transgender individuals, adults and children, citizens and noncitizens, and people of any faith or from any region of the world. Human trafficking is an affront to basic human dignity, the American ideal of freedom, and the principles of the Universal Declaration of Human Rights.

The vision of the Office to Monitor and Combat Trafficking in Persons (the TIP Office) is to catalyze global efforts to end human trafficking, consistent with the Trafficking Victims Protection Act of 2000, as amended (TVPA). The TIP Office’s Functional Bureau Strategy (FBS) addresses the priorities and challenges in fighting this crime. The TVPA mandated the creation of the TIP Office and outlines mandates for the Department and other Executive Branch agencies to combat human trafficking. The Department’s resources to combat human trafficking are in high demand given the enormous scale of the crime and its deleterious effects on public safety, national security, and the rule of law in nearly every country in the world, including the United States.

Mission Statement: The TIP Office leads the Department’s global efforts to combat human trafficking through the prosecution of traffickers, the protection of victims, and the prevention of human trafficking

The TIP Office’s 2022-2026 strategic goals are to: lead global efforts to combat human trafficking through prosecution and hold traffickers accountable; identify and implement promising practices and global trends to improve the provision of protection and comprehensive assistance to human trafficking victims; strengthen global efforts to prevent human trafficking; advance and institutionalize cross-cutting approaches to anti-trafficking policies and strategies through key partnerships; and cultivate and develop a dynamic, diverse, inclusive, and innovative workforce. These goals provide a comprehensive approach with a strong emphasis on all forms of human trafficking. The Office seeks to integrate an equity approach and the expertise of survivors to improve our anti-trafficking policies and programs.

The Office objectively analyzes government efforts and identifies global trends, engages in and supports strategic bilateral and multilateral diplomacy, targeting foreign assistance to build sustainable capacity of governments and civil society, advances the coordination of federal anti-trafficking policies across agencies, manages and leverages operational resources to achieve strategic priorities, and engages and partners with civil society, the private sector, and the public to advance the fight against human trafficking.

2. Bureau Strategic Framework

Bureau Goal 1: Lead global efforts to combat human trafficking through prosecution and hold traffickers accountable.

- **Bureau Objective 1.1:** Foreign governments enact laws prohibiting trafficking in persons that more effectively meet the minimum standards as defined by the TVPA.
- **Bureau Objective 1.2:** Criminal justice system actors trained in using a victim-centered and trauma-informed approach hold more traffickers accountable.
- **Bureau Objective 1.3:** Build support for efforts to sanction traffickers under existing and new authorities and investigate first potential trafficking-specific targets for sanctions.

Bureau Goal 2: Identify promising practices and global trends to improve the provision of protection and comprehensive assistance to human trafficking victims.

- **Bureau Objective 2.1:** Prioritize the proactive, systematic victim identification and referral to service providers.
- **Bureau Objective 2.2:** Increase provision of comprehensive, trauma-informed, and quality services for trafficking victims.

Bureau Goal 3: Strengthen global efforts to prevent human trafficking.

- **Bureau Objective 3.1:** Improve legal and policy frameworks to prevent the crime of human trafficking to meet the minimum standards as defined by the TVPA.
- **Bureau Objective 3.2:** Educate relevant stakeholders and raise public awareness about risks of all forms of human trafficking, including how to prevent the crime.

Bureau Goal 4: Advance and institutionalize cross-cutting approaches to anti-trafficking policies and strategies through key partnerships.

- **Bureau Objective 4.1:** Develop new initiatives and enhance approaches to combat trafficking, including through multilateral engagement and other partnerships.
- **Bureau Objective 4.2:** Improve coordination of anti-trafficking efforts within the Department and across the U.S. government to achieve the goals and priorities of the TVPA and the National Action Plan.
- **Bureau Objective 4.3:** Increase and enhance engagement with the private sector and civil society, including survivors, to strengthen federal and global anti-trafficking efforts.
- **Bureau Objective 4.4:** Integrate an equity lens and intersectional approach into our anti-trafficking policies, programming, and messaging.

Bureau Cross-Cutting Management Goal 1: Advance and institutionalize cross-cutting approaches to anti-trafficking policies and strategies through key partnerships.

- **Bureau Cross-Cutting Management Objective 1.1:** Modernize and create a performance-focused culture of accountability.
- **Bureau Cross-Cutting Management Objective 1.2:** Prioritize and realign resources across teams to advance prosecution, protection, prevention, and partnership efforts.

3. Bureau Goals and Objectives

Bureau Goal 1: Lead global efforts to combat human trafficking through prosecution and hold traffickers accountable.

- **Bureau Goal 1 Description:** This goal responds to the “3P” paradigm by focusing diplomatic and programmatic efforts toward encouraging foreign governments to meet the minimum standards of the TVPA and supporting and building the capacity of criminal justice systems (with a victim-centered, trauma-informed, and survivor-informed approach) and strengthening the rule of law (with emphasis on laws and implementation), resulting in the investigation, prosecution, and conviction of traffickers, aligning directly with goal 3.1 of the Joint Strategic Plan (JSP 3.1).

Bureau Objective 1.1: Foreign governments enact laws prohibiting trafficking in persons that more effectively meet the minimum standards as defined by the TVPA.

- **Bureau Objective 1.1 Justification and Linkages:** Establishment of a comprehensive legal framework is the foundation of a government’s response to human trafficking. Without a comprehensive legal framework, it is difficult, if not impossible, to hold traffickers accountable and build victim protection systems, thereby allowing the crime to flourish and seriously impeding the provision of comprehensive services to victims. Data related to the enactment of trafficking laws and other government-led protocols and prosecution efforts are collected for the annual TIP Report and are key elements in measuring foreign governments' efforts to address human trafficking in the area of prosecution, aligning directly with goal 3.1 of the Joint Strategic Plan (JSP 3.1).
- **Bureau Objective 1.1 Risk Considerations:** Establishment of a comprehensive legal framework requires action by the foreign government to pass and enact the legislation. There are four primary risks: Cumbersome structural, legislative processes may delay efforts; foreign governments may prioritize other legislation; governments may revise legislation in a way that is inconsistent with the TVPA or the Palermo Protocol; and governments may not agree to revise their legislation. To address these risks, J/TIP researches each government’s legislative process to identify the key stakeholders for engagement and propose a feasible timeline. J/TIP engages with foreign officials in both legislative and executive branches on new legislation. J/TIP explains to governments, both in the annual TIP Report and through diplomatic engagement, the foreign laws’ inconsistencies with the TVPA and how they can amend the laws to meet the TVPA. Moreover, J/TIP offers to review draft legislation for TVPA compliance prior to its enactment, and it often funds technical experts to assist countries with assessing and drafting legislation. Finally, J/TIP uses diplomacy to build political will to combat trafficking.

Bureau Objective 1.2: Criminal justice system actors trained to use a victim-centered and trauma-informed approach hold more traffickers accountable.

- **Bureau Objective 1.2 Justification and Linkages:** The enforcement of anti-trafficking laws is the first step in enabling a government to have an effective response to human trafficking. Ensuring the criminal justice sectors know how to implement and can sustain the legal framework, and eventually bring traffickers to justice, is equally important. Without effective justice mechanisms, traffickers are not held accountable and there is no deterrent for potential traffickers. Performance indicator data related to training and funding trafficking laws and law enforcement organizations are collected and are key elements in measuring foreign government efforts to address human trafficking, aligning directly with goal 3.1 of the Joint Strategic Plan (JSP 3.1).
- **Bureau Objective 1.2 Risk Considerations:** The enforcement of anti-trafficking laws requires a whole-of-government approach, including police officers, investigators, prosecutors, judges, and health care workers. In governments without specialized police, investigative, or prosecutorial units dedicated to trafficking and related crimes, those who are trained in trafficking may quit or rotate to other positions, creating gaps in training efforts. To mitigate this risk, J/TIP advocates with governments to, where financially and structurally feasible, create specialized trafficking units within law enforcement, the judiciary, and victim services. In addition, J/TIP conducts most trainings through a “train-the-trainer” lens to maximize their reach.

Bureau Objective 1.3: Build support for efforts to sanction traffickers under existing and new authorities and investigate first potential trafficking-specific targets for sanctions.

- **Bureau Objective 1.3 Justification and Linkages:** Holding traffickers accountable with stringent punishments is a foundational element of a resilient government response to human trafficking. Sanctions authorities under the TVPA and other U.S. laws provide an additional tool to hold traffickers accountable and further encourage governments to address the crime. Trafficking is a financially motivated crime; therefore, governments must adopt and enforce penalties that are stringent and consistent to deter traffickers. The Department’s first proposal of sanctions against traffickers is a key element in measuring and increasing our efforts to use these authorities, aligning directly with goal 3.1 of the Joint Strategic Plan (JSP 3.1).
- **Bureau Objective 1.3 Risk Considerations:** Following the financial trail of human trafficking – a highly profitable crime estimated to generate \$150 billion worldwide annually – and removing its profitability are means to further prevent it, while serving to identify broader networks. Targeting and designating traffickers under sanctions authorities serves to message the seriousness with which the U.S. government is tackling this crime. While it is a resource-intensive effort to collect details around targets and prepare packages with the necessary evidentiary grounds and interagency buy-in, JTIP looks forward to building up its expertise and staff resources to do so well.

Bureau Goal 2: Identify promising practices and global trends to improve the provision of protection and comprehensive assistance to human trafficking victims.

- **Bureau Goal 2 Description:** This goal responds to the mission of the TIP Office, to focus diplomatic and programmatic efforts toward meeting the minimum standards of the TVPA and supporting capacity building of victim service providers (emphasis on vulnerable populations, trauma-informed care, and legal rights) resulting in the protection of victims. Victim protection systems increase the likelihood that survivors will receive the comprehensive services they need; if these systems cannot function or are not adequately resourced, it likely means that victims of trafficking may continue to be exploited, further destabilizing the rule of law and adversely affecting JSP Goal 3.1. Victim protection systems also support a trauma-informed approach and access to justice systems, allowing traffickers to be held accountable.

Bureau Objective 2.1: Prioritize the proactive, systematic victim identification and referral to service providers.

- **Bureau Objective 2.1 Justification and Linkages:** Protection is a critical component in the “3P” paradigm for fighting human trafficking. Effective protection efforts begin with the proactive identification of victims and the provision of referrals to a comprehensive array of services. Data related to the identification of victims and referral to victim services are collected for the annual TIP Report and are key elements in measuring foreign governments' efforts to address human trafficking, aligning directly with goal 3.1 of the Joint Strategic Plan (JSP 3.1).
- **Bureau Objective 2.1 Risk Considerations:** Providing comprehensive services to trafficking survivors requires proper identification of trafficking victims, referral to services, and the actual receipt of services. Programs must ensure implementers are properly certified to provide and train on these services. There are also limitations to the utility of using government data because J/TIP cannot always confirm the accuracy. J/TIP mitigates these risks by visiting foreign first responders to assess their knowledge of trafficking victim identification and, where appropriate, soliciting NGO input on the reliability of the data and the sufficiency of officials' identification and referral efforts.

Bureau Objective 2.2: Increase provision of comprehensive, trauma-informed, and quality services for trafficking victims.

- **Bureau Objective 2.2 Justification and Linkages:** Victim protection is key to the trauma-informed approach that the United States and the international community take in their efforts to combat human trafficking. Protection is only successful when individuals have access to the services they need, whether provided by nongovernmental service providers or foreign governments directly. Access to comprehensive and high-quality care must be sustainable and maintained for services to be effective, supported through adequate and timely resources. Data related to victim access to protection services and capacity building efforts are collected for the TIP Report and are key elements in measuring foreign government efforts to address human trafficking, aligning directly with goal 3.1 of the Joint Strategic Plan (JSP 3.1).
- **Bureau Objective 2.2 Risk Considerations:** Programs need to ensure that shelters and services are provided by certified and qualified individuals. J/TIP mitigates this risk by asking for resumes and certificates of key individuals receiving support. Data on victim referral to care and the budgets of victim shelters and services does not reflect whether victims referred to those services received appropriate care. J/TIP mitigates this risk by requesting additional information on what services shelters provided to trafficking victims during each reporting period, visiting operational government and NGO-run victim shelters and services for first-hand observation, and, where appropriate soliciting NGO and survivor input of those who have visited or received support from victim shelters and services.

Bureau Goal 3: Strengthen global efforts to prevent human trafficking.

- **Bureau Goal 3 Description:** Prevention is an integral part of the 3P framework and requires diplomatic and programmatic efforts toward meeting the minimum standards of the TVPA, as well as educating stakeholders and the public on human trafficking. Prevention efforts, such as training and awareness raising toward targeted and validated efforts or reducing demand for forced labor or commercial sex, increase security in society, consistent with JSP Goal 3.1.

Bureau Objective 3.1: Improve legal and policy frameworks to prevent the crime of human trafficking to meet the minimum standards as defined by the TVPA.

- **Bureau Objective 3.1 Justification and Linkages:** Legal and policy frameworks must include prevention measures to combat human trafficking. Foreign governments are key in leading, coordinating, and cooperating with civil society and the private sector to implement anti-trafficking policies by facilitating coordination efforts and oversight to implement these policies. When stakeholders work outside of a coordinated framework, they miss key opportunities to share information or implement policies that would more effectively reduce the risks of and vulnerabilities to human trafficking. Data related to prevention efforts are collected for the annual TIP Report and are key elements in measuring foreign governments' efforts to address human trafficking, aligning directly with goal 3.1 of the Joint Strategic Plan (JSP 3.1).
- **Bureau Objective 3.1 Risk Considerations:** Multilateral organizations, private sector companies, and other external stakeholders are independent entities with competing priorities, and we cannot always control what policies they develop and implement. If J/TIP is funding prevention materials, we approve them before they are publicly released. Moreover, some governments choose to incorporate their anti-trafficking strategy into broader frameworks to combat child labor, poverty, or improve human rights. Some governments lack the funding to implement such frameworks. J/TIP mitigates these risks by conducting proactive outreach with governments, multilateral organizations, and the private sector to explain the necessity of an anti-trafficking legal and policy framework and provide examples of goals and objectives. J/TIP has also funded NGOs to assist foreign governments in developing and implementing these plans. J/TIP assesses each government's national action plan and identifies for the government which objectives address the minimum standards of the TVPA and recommends where the government should focus resources and enforcement efforts. Finally, J/TIP shares the United States' legal and policy framework as a best practice. Network, seek synergies/ common areas of interest, and share 'best practices' with such stakeholders to encourage policies, legal frameworks, and/or initiatives that align with or support our own.

Bureau Objective 3.2: Educate relevant stakeholders and raise public awareness about risks of all forms of human trafficking, including how to prevent the crime.

- **Bureau Objective 3.2 Justification and Linkages:** Capacity building and training in prevention activities and methods, including stakeholder education and public awareness of human trafficking, are fundamental to preventing the crime from occurring. Data related to prevention efforts are collected for the annual TIP Report and are key elements in measuring foreign governments' and the TIP Office's efforts to address human trafficking, aligning directly with goal 3.1 of the Joint Strategic Plan (JSP 3.1).
- **Bureau Objective 3.2 Risk Considerations:** Recipients of public awareness campaigns and training may not fully or successfully utilize the material to prevent human trafficking. Often potential trafficking victims know the human trafficking risks and still take risky job offers or otherwise knowingly engage in behavior that increases the chance traffickers will exploit them. Difficulty in measuring prevention impacts. Ensure public awareness and educational materials and training receive proper vetting and input by a variety of experts to include those with lived experiences of human trafficking. Improve the evaluation of our public awareness and training efforts, including periodic reviews and data analytics to ensure such efforts are meeting their goals. It is also vital that all public awareness messages be culturally appropriate.

Bureau Goal 4: Advance and institutionalize cross-cutting approaches to anti-trafficking policies and strategies through key partnerships.

- **Bureau Goal 4 Description:** This goal responds to the mission of the TIP Office by focusing on creating innovative approaches to combating human trafficking and strengthening U.S. government and global efforts through effective partnerships. Supporting anti-trafficking organizations, including implementing partners, and leveraging stakeholder engagement to achieve the Office's strategic priorities will contribute to accomplishing JSP Goal 3.1-2 of "countering instability, transnational crime, and violence that threatens U.S. interests" and will be more possible to achieve using innovative methods that are developed as a result of partnerships.

Bureau Objective 4.1: Develop new initiatives and enhance approaches to combat trafficking, including through multilateral engagement and other partnerships.

- **Bureau Objective 4.1 Justification and Linkages:** Innovative initiatives and strategic partnerships with multilateral, and/or private sector stakeholders are necessary to promote and advance the fight against human trafficking. These efforts are accomplished through targeted diplomatic initiatives, engagements with international organizations, and collaboration with a range of key stakeholders. Human trafficking is a global crime; the TIP Office prioritizes diverse, strategic partnerships and outreach efforts to accomplish its performance goals. Results from these efforts are reported using performance indicator data, IO reports and multilateral documents, and the annual TIP Report, aligning directly with goal 3.1 of the Joint Strategic Plan (JSP 3.1).
- **Bureau Objective 4.1 Risk Considerations:** Multilateral organizations are often consensus based, and consensus can be difficult to achieve. Multilateral outcome documents are often non-binding and can be more aspirational than action-forcing. Private sector entities are often profit driven and can be resistant to changes that might impact their bottom line. Time can be spent on more business-friendly initiatives with limited impact. Difficulty in measuring prevention impacts. Promoting U.S. policy objectives in multilateral fora over time can lead to the development of new norms that eventually are accepted globally. Taking incremental steps over time supports this norm-building and encourages private sector entities to embrace government regulatory measures designed to prevent forced labor in supply chains. Share risk-management resources and tools.

Bureau Objective 4.2: Improved coordination of anti-trafficking efforts within the Department and across the U.S. government to achieve the goals and priorities of the TVPA and the National Action Plan.

- **Bureau Objective 4.2 Justification and Linkages:** By working within the Department and with the interagency, we can amplify our efforts across a variety of areas, including rule of law, victim protection, and prevention efforts, and thereby leverage our limited resources. The TIP Office will continue working to institutionalize anti-trafficking efforts through integration of the issue in Department and Administration strategies, policies, and programs. Results from these efforts are tracked and reported by the PITF, the U.S. Advisory Council on Human Trafficking, and in the TIP Report, aligning directly with goal 3.1 of the Joint Strategic Plan (JSP 3.1).

- **Bureau Objective 4.2 Risk Considerations:** Integration of human trafficking across the U.S. government is quite advanced. Interagency coordination of these efforts is inherently time-consuming and slow given the number of agencies involved, their independent authorities and mandates, and the wide array of efforts in play. The U.S. narrative remains a key public diagnostic tool of the U.S. government's progress, and the high-profile and transparent nature of the NAP and PITF help maintain momentum. External stakeholders keep the U.S. government accountable.

Bureau Objective 4.3: Increase and enhance engagement with the private sector and civil society, including survivors, to strengthen federal and global anti-trafficking efforts.

- **Bureau Objective 4.3 Justification and Linkages:** Engagement with the public, civil society, and the private sector is crucial to the sustainability and reach of anti-trafficking efforts in the United States and around the globe. In particular, incorporating the expertise of survivors is critical to the development of anti-trafficking messaging and an effective U.S. government policy response. Engagement efforts are measured through various civil society and private sector initiatives and U.S. government-led policies. Civil society and private sector partners are key to sustaining anti-trafficking efforts; they should be regularly involved, aligning directly with goal 3.1 of the Joint Strategic Plan (JSP 3.1).
- **Bureau Objective 4.3 Risk Considerations:** The enormous and broad nature of civil society and the private sector stakeholders with diverse interests and viewpoints can complicate policy development and implementation. Survivors also often have differing opinions on the most effective anti-trafficking measures. Efforts to solicit input and a variety of expertise at the front end of policy and program development will increase the chances of developing successful, comprehensive initiatives that address our greatest priorities and challenges.

Bureau Objective 4.4: Integrate an equity lens and intersectional approach into our anti-trafficking policies, programming, and messaging, and internal policies.

- **Bureau Objective 4.4 Justification and Linkages:** Adopting an equity lens and intersectional approach advances the President's Executive Orders (E.O. 13985, E.O. 14020), Department efforts to implement those orders, and J/TIP's longstanding focus on protecting victims of human trafficking who are more often from marginalized and vulnerable communities. Because racism often compounds with other forms of discrimination to affect individuals' vulnerability to human trafficking, advancing racial equity specifically will also complement other Administration efforts to improve equity for other systemically marginalized social categorizations, aligning directly with goal 3.1 of the Joint Strategic Plan (JSP 3.1).
- **Bureau Objective 4.4 Risk Considerations:** The implementation of such initiatives across so many areas (programmatic, policy, reporting, and across the interagency, etc.) will take considerable time and missteps might occur given the sensitive and complicated nature. There is limited evidenced-based research on best practices and success may be defined differently by varying stakeholders. Enhancing the input of survivors and other impacted or affected stakeholders at every stage will strengthen such initiatives and programs.

4. Bureau Cross-Cutting Management Goal

Bureau Cross-Cutting Management Goal 1: Cultivate and develop a dynamic, diverse, inclusive, and innovative workforce.

- **Bureau Cross-Cutting Management Goal 1 Description:** This goal responds to the mission of the TIP Office by supporting goals one through four. Through recruiting, training, and retaining talented individuals, properly managing funds to support critical diplomatic engagement, judicious review and selection of implementing partners, strong internal management controls, and external evaluations, the office and its personnel are better positioned to combat human trafficking. Strong human capital and fiscal management supports the TIP Office staff in accomplishing JSP Goal 4.1, “Revitalize the diplomatic and development workforce and infrastructure.” To mitigate the risk of fraud, waste, and abuse of organizational resources the TIP Office is implementing internal controls and compliance mechanisms. Besides complying with federal laws and regulations an effective internal controls system helps the TIP Office adapt to shifting priorities, evolving demands, and new priorities related to combating human trafficking.

Bureau Cross-Cutting Management Objective 1.1: Modernize and create a performance-focused culture of accountability.

- **Bureau Cross-Cutting Management Objective 1.1 Justification and Linkages:** The effectiveness of the TIP Office depends on its ability and agility to address talent management issues including knowledge management, professional development, change management, workplace flexibilities, and capacity building to achieve this objective. An appropriate level of human resources is necessary for proper oversight of foreign assistance, domestic operations, and other office priorities, such as travel for diplomatic engagement, the production of the annual TIP Report, and the direction of the interagency coordination function. The Office requires a data-driven strategy to improve alignment across all job categories and continue to promote DEIA efforts. The COVID-19 crisis was a catalyst to take steps to identify and leverage job mobility, remote work, and facilitated workplace accommodations for all staff. Research and analysis of office staffing priorities, gaps, and development needs will revitalize the workforce for the next generation to improve diversity, inclusion, recruitment, and retention strategies, aligning directly with goal 4.2 of the Joint Strategic Plan (JSP 4.2).

- **Bureau Cross-Cutting Management Objective 1.1 Risk Considerations:** Homogenous teams may stifle innovation and promote group think. Organizations that do not prioritize diversity and inclusion may struggle to attract and retain talent and multi-generational workers, while diverse organizations are likely to optimize talent and demonstrate high performance. Identifying workplace barriers for minorities and underserved populations is an essential first step in mitigating these risks and retaining a diverse workforce. To address workplace barriers, granular data on the composition of the organization is needed to understand how race, ethnicity, gender, and other diversity indicators impact organizational hiring, promotion, and retention.

Bureau Cross-Cutting Management Objective 1.2: Prioritize and realign resources across teams to advance prosecution, protection, prevention, and partnership efforts.

- **Bureau Cross-Cutting Management Objective 1.2 Justification and Linkages:** Responsible program management is critical for ensuring the office is achieving its foreign assistance and operational goals. Diplomatic engagement, foreign assistance, and other programming decisions will be based on strategic priority, programmatic and financial credibility related to the performance of grantees, continued need for assistance, results of monitoring and evaluation, and best practices. If program decisions are made without consideration of M&E results, analysis or best practices, there is a high risk that the TIP Office will not achieve its performance goals and will not efficiently use U.S. taxpayer dollars. These efforts will be captured in programming and funding decision as well as annual reviews of the FBS, aligning directly with goal 4.1 of the Joint Strategic Plan (JSP 4.1).
- **Bureau Cross-Cutting Management Objective 1.2 Risk Considerations:** By applying a risk-based, evidence-driven approach to program evaluation, the TIP Office is able to balance compliance requirements with the need to demonstrate successful results. To minimize the potential burden on program staff, evaluation activities are being incorporated into ongoing program management activities and external evaluators are being used to assess program impact/effectiveness.