

Annex I – Support to the anti-discrimination and gender equality policies



**Contracting Authority: The European Union,
represented by the Delegation of the European Union
to Montenegro**

DESCRIPTION OF ACTION

Support to Antidiscrimination and gender equality policies

Title of the action:	Support to the anti-discrimination and gender equality policies
Location(s) of the action:	Montenegro
Name of the applicant	United Nations Development Programme – UNDP
Nationality of the applicant ¹	United Nations

¹ The statutes must make it possible to ascertain that the organization was set up by an act governed by the national law of the country concerned.

THE APPLICANT

EuropeAid ID number	US-2008-FIB-2702949105
Name of the organisation:	United Nations Development Programme

Identity

Name of the organisation:	United Nations Development Programme
Abbreviation:	UNDP
Registration Number (LEF)	(CRIS) 6000055554
Nationality:	International Organization
Legal status	UN Agency
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In this respect, any legal entity whose statutes have been established in another country cannot be considered an eligible local organization .

Formal partner(s) ² in Montenegro for the action	Ministry of Human and Minority Rights Department for Gender Equality	
Total eligible cost of the action (A)	Amount requested from the Contracting Authority (B)	% of total eligible cost of action (B/Ax100)
€ 908,077.22	€ 735,000.00	% 80,9
Total duration of the action:	36 months	

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Any change in the addresses, phone numbers, fax numbers and in particular e-mail, must be notified in writing to the Contracting Authority. The Contracting Authority will not be held responsible in case it cannot contact an applicant.

² Add as many rows as there are partners

Executive Summary

The Action “Support to the anti-discrimination and gender equality policies” will contribute to the protection, promotion and enforcement of human rights and equal opportunities in Montenegro. The Action addresses the need for a stronger implementation of the anti-discrimination and gender equality policies and standards and also aims at enhancing the system of protection of human rights of persons deprived of liberty.

It is expected from this Action that the Anti-discrimination framework is known, understood, and implemented especially towards Roma, Lesbian, Gay, Bisexual, Transgender and Intersex, Persons with disability, Women and Minorities. In addition, an efficient and effective system for accomplishment of gender equality and women’s empowerment standards will be established. Finally, the Action will enhance the system of protection of human rights of persons deprived of liberty.

Support to the anti-discrimination and gender equality policies is a comprehensive and innovative approach to address anti-discrimination and in particular gender inequality. It includes a unified engagement point for development partners and a multi-donor financing³ facility to provide resources for human rights protection capacity development from national to local levels with special focus on specialized bodies.

Support to the anti-discrimination and gender equality policies is anchored in the government’s national, strategic frameworks, EU integration frameworks and action plans as well as EU progress reports findings and last but not least, with recommendations of UN human rights treaties. In addition in the area of gender equality the Action will take into account results, achievements and lessons learned from Gender Programme IPA 2010.

Our vision of Montenegro’s future is that society is progressively free of social exclusion and enjoys a quality of life that allows people of Montenegro equitable development of full potentials of both women and men.

This Action will contribute to fostering of a democratic society that fully respects, protects and fulfils human rights through rule of law, government transparency and accountability.

Action will be introducing following key drivers of change, which will respectively ensure a catalytic effect on **improvement of social and institutional responsiveness towards promotion, protection and enforcement of human rights and equal opportunities, specifically focusing on the implementation of the anti-discrimination and gender equality policies** through:

- a) A broad, utilized **holistic approach to gender equality** linked to SDGs in Montenegro utilized by all partners for transformative change in society perceptions;
- b) Partnering organizations/ institutions / parties / groups – held **accountable for human rights and gender equality** generating political will and commitment to human rights and gender equality goals;

³ The Action is designed as a multi-donor undertaking. This Action will be implemented in direct management, through parallel co-financing modality (UNDP and Council of Europe - CoE). Total value of the Action is EUR 1 728 000 while EU contribution is EUR 1 435 000 (EUR 700.000 CoE and EUR 735 000 UNDP). The co-financing from Montenegro will be parallel co-financing of EUR 293 000 (EUR 73 000 UNDP; EUR 70 000 CoE; EUR 150 000 national co-financing of Montenegro) and is separate from the EU contribution.

- c) **Leadership engagement** in promoting enforcement of social inclusion and reduced inequalities;
- d) Nontraditional solutions for active **management of female talents** as drivers of transformational change in role modeling and mentoring;
- e) Tailored trainings to ensure **impact oriented capacity development** prioritized and focused on the needs of women in targeted fields of work.

The overall Action will contribute to the achievement of two specific results while operationally, it will be implemented through 5 following programmatic components: 1) Anti-discrimination 2) Capacity development support 3) Violence in family 4) Political empowerment of women and 5) Women's entrepreneurship support.

An effective anti-discrimination response, which has been defined as first expected result of the Action, requires strong and vibrant institutional mandates and engagements based on knowledge, evidence-based policy-making, participatory and inclusive approaches, as well as accountability and transparency on results. Better understanding and awareness of population will be reached through awareness raising work, while professionals will be provided with tailored capacity development support.

For its second expected result this Action has defined establishment of an efficient and effective system for accomplishment of gender equality and women's empowerment standards. This is been embedded in the National Action Plan for Gender Equality developed under the scope of Beijing Action Plan and guided with EU Gender Equality frameworks. Gender Programme IPA 2010 has built the solid grounds for further developments in the areas of violence in family, political empowerment of women and women's entrepreneurship.

All activities will have awareness raising work as strong cross-cutting component enabling that specific fields of intervention do not target broad audience, but have focused interventions on attitudes and behavioral changes of professionals, decision makers and role models, ensuring that their work has been promoted, communicated and explained to population of Montenegro.

The Action will apply UNDP principles of the results based management, human rights based approach, gender mainstreaming, capacity development and environment friendly interventions bringing added values and awareness of partners.

The Action will remain closely aligned with the national institutions in charge of human rights and gender equality policies implementation, maintaining their commitment and ownership over the process.

1. Context

1.1 Country Context: Socio – Economic and Development Context in Montenegro

Since proclamation of its independence in 2006, Montenegro has made significant progress in the area of development and human rights. During 2006-2007, the country became a member of UN, World Bank Group, IMF and OSCE. In 2010, Montenegro became an official candidate for membership in the European Union. Although not a member of the Eurozone, Montenegro adopted the Euro as a de facto domestic currency.

According to the Constitution, Montenegro is declared as a "civil, democratic, ecological and the state of social justice, based on the rule of law." Montenegro is divided into 21 municipalities, with Cetinje as Royal Capital, and Podgorica, as administrative capital and largest city which contains almost one third the population.

According to the results of Census of Population in 2011, in Montenegro there are 620,029 inhabitants, 50,6% or 313,793 are women, and 49,4% or 306,236 men.

In spite of the rapidly increasing trend in economic growth in the past decade Montenegro's estimated 2014 GDP was just over €4 billion, while economy centers primarily on tourism, energy, agriculture and industry. Absolute poverty line in Montenegro in 2013 was amounted to 186 euros by the National Statistical Office of Montenegro which announced that below the poverty line lives approximately 8.6 % of the population⁴. The average salary in the last three years in Montenegro ranged from €518 to €473, while for the minimum requirements of a family of four in Montenegro, according to official statistics, it is necessary to double that money to €796⁵. There are many economic and political factors that currently impact Montenegrin society. Namely, on-going reform of social protection system, large informal economy, poor institutional capacities to deliver against EU accession requirements are just few serious challenges which expose unprotected against substantial social risks significant number of people of Montenegro.

At the same time, all relevant international human rights conventions have been adopted by Montenegro, which has been a member-state of the Council of Europe since 2007. National legislation concerning human rights is considered to be within European standards, but better implementation is still required, especially when it comes to freedom of expression, anti-discrimination and the judiciary. The Ombudsman is established as an institutional mechanism for the protection from discrimination in the public and private sector. Significant progress has been realized in promotion and protection against discrimination. Public authorities have established cooperation with the civil sector, in particular with regard to promotion of positive environment for LGBT population. However, discrimination is still present with regard to Roma, persons with disabilities, LGBT persons, women, elderly persons and members of national minorities. The Ombudsman records a small number of reported cases of discrimination, which is a consequence of insufficient knowledge about human rights and protection mechanisms, as well as the present lack of readiness among citizens to report this incidence. Although the legal framework and the strategic documents have been adopted and specific activities have been implemented, persons with disabilities are still facing problems. This is specially reflected in restricting of access to public buildings and areas, access to and obtaining of orthopedic and other aids, inability to be informed about their rights and daily events, their training for work and employment. It is necessary to improve activities related to promotion, prevention and protection against discrimination, to establish records and data bases for all registered cases of discrimination, to provide accessibility of public buildings and areas for persons with disabilities, to develop the existing and establish new services providing support to these persons. It is also necessary to strengthen administrative capacities of the Ombudsman and all relevant institutions to fight against discrimination.

⁴ See more at: <http://www.balkan.eu.com/8-population-lives-poverty-line/#sthash.IKWbp5by.dpuf>

1) maintaining fiscal stability; 2) spillover of negative effects from abroad; 3) a high-level of real sector illiquidity; 4) low competitiveness; 5) high interest rates; 6) non-diversified exports; and 7) high current account deficits

⁵ See more at: <http://www.balkan.eu.com/8-population-lives-poverty-line/#sthash.IKWbp5by.dpuf>

In such demanding socio-economic environment UNDP has conducted Post 2015 consultations which directly engaged over 12,000 citizens (half of them women) on post-2015 development and human rights priorities as well as on participatory monitoring for accountability. Citizens identified eight priorities: 1) economic growth, employment, income generation and balanced regional development; 2) development of infrastructure; 3) health; **4) equality**; 5) environmental sustainability; 6) fighting crime, corruption, and nepotism; 7) education; and 8) values.

Citizens of Montenegro in post-2015 consultations revealed that “**exclusion of women from decision-making processes** was one of the problems **strongly emphasized by the people**”. Montenegro has made some progress in the area of gender equality, although national targets for MDG 3 (Promote gender equality and empower women) have not been fully achieved by the end of 2015. The National Action Plan for Gender Equality focuses on the following strategic objectives: 1) improving human rights of women and gender equality; 2) gender-sensitive upbringing and education; 3) gender equality in economy; 4) gender-sensitive health care; 5) gender-based violence; 6) media and culture; 7) equality in the decision-making process in political and public life; and 8) international politics and cooperation and institutional mechanisms for the implementation of gender equality policies. The unemployment rate among women in the north is seven times higher than in the south and three times higher than the central region. Women are severely underrepresented in entrepreneurship, Government, Parliament and most parliamentary committees, while there are more than 30% of women members only in the Committee for Gender Equality and the Committee for Education, Science, Culture and Sport. Key challenges include: 1) poor gender integration in policies, understaffed and under budgeted gender issues throughout institutions 2) need for further capacity development and assistance; and 3) lack of accountability as well as functional mechanisms for monitoring and evaluation on gender equality commitments.

1.2 Human Rights and Gender Equality Context

Legislative and institutional presumptions for promotion of gender equality have been provided and some progress has been made. However, in practice, women are still in unfavorable position. Hidden discriminatory treatment of women prevents equal participation of women in all areas of life.

The economic status of women has been very dynamic in the last decade. According to the MONSTAT, in 2013 the total number of unemployed was made up of 48,8% women (16,855) and 51,2% men (17,659). Although the unemployment rate has been cut in half in the last 10 years, the unemployment rate remained twice as high as MDG goals. In 2014, only 11,3% of women were self-employed, which is twice as lower as men (21,3%). An overall lack of decent jobs impacts women’s ability to earn pensions. Consequently, only 30,300 women utilize pensions whereas 49,569 men receive these benefits. The UN Committee on the Elimination of Discrimination against Women (CEDAW) has raised concerns regarding the situation of women in the labour market, particularly with regards to the concentration of women in low-paid sectors of employment, often on fixed-term contracts that can be easily terminated in circumvention of their rights to paid maternity leave and to return to work following childbirth, and underrepresented in high-level positions in the public and private sectors. CEDAW has also expressed concern over the lack of flexible work arrangements, childcare facilities, and special non-transferable paternity leave that forces women into part-time and low-paid work and reinforces the unequal division of family responsibilities between genders.

Furthermore, the **gender pay gap** for Montenegro is 13.9%, which means that women only earn 86.1% of the average salary paid to men for equal work. Causes for the pay gap include: 1) direct discrimination; 2) indirect discrimination; 3) undervaluing of women's work; 4) segregation in labour market; 5) tradition and stereotypes; and 6) increased need for women to balance work and private life, which is likely related to additional responsibilities they have as a care giver. As one of the consequences of gender gap, women, after earning less when employed, are lately paid with lower pension, which, in turn, increase their poverty risk.

Women are owners of only 4% of houses, 8% of land, and 14% of holiday houses in Montenegro. Without property, their chances for self-employment and economic empowerment are at a minimum due to the inability to provide guarantees for the repayment of the loan in the form of mortgages. Lack of ownership over property cause multiple deprivation against women: they remain dependent on others (mainly husbands), fall easily below the poverty line in case of internal or external shocks, and are discouraged to separate from partners in case of domestic violence (or for any other reason).

The **unemployment rate among women in the north** is seven times higher than in the south and three times higher than the central region. More than half of unemployed women in rural areas have never tried to find a job. About 1/3 of women are housewives and perform tasks related to household maintenance, 5,7% went to school or studied, 10,3% said that the chances of getting a job are very small, and 10 % was retired. Most rural women have no pension insurance, due to a lack of earnings or cash, or because they work on their own property. Some of these women have never worked and, as such, have no pension insurance. Upwards of 6% of women do not have health insurance as they do not have regular contracts (36,7%) or their status in the country is not regulated (63,2%).

Finally, **women's entrepreneurship** constitutes only 9,6% of the overall registered entrepreneurship companies. Having in mind that the overall state economic agenda relies on the development of the entrepreneurial potential in the country this comes as significant concern about usage of the human capital but also gender dimension of the development. Within Gender Programme IPA 2010 we have conducted research on barriers that women face and some of the findings were: women miss most by far too successfully start their own business is money and more favorable financing model (crediting). Other barriers include no assistance with preparing a business plan, choosing and equipping premises, insufficient tax exemptions in the first years of doing business, poor business contacts and lack of information about enterprise registration process. Lack of business contacts and good working experience, unsatisfactory level of managing and performing skills, insufficient level of education and no additional training for starting one's own business, no knowledge of examples of good entrepreneurial practice are significant inhibiting factors for development of women entrepreneurship.

Women's participation in decision making and in politics with 18 % in the National Assembly is still lowest in the Western Balkan Region. As a result of established electoral quotas for the less represented gender, the representation of women on electoral lists after parliamentary elections in October 2012 has counted 30%, for the first time in Montenegro. Also, the introduction of this provision has led to increased participation of women in the Parliament of Montenegro, which has led to the best results in the last fifteen years reaching 17%. However, although this presented historically highest participation of women in Parliament ever, it still presents participation that is below minimum request for 30% as temporary measure for parity goal in future. Therefore, although progress is scored, it is still far from significant, and in spite of introducing quotas and amending policies, the Parliament may not ensure improvement of the position of women by increasing their

political representation. In order to improve this issue, CEDAW urged Government of Montenegro to review the 30% quota in Electoral Law to ensure that in each group of three candidates at least one candidate is a woman on political parties' electoral lists (instead of in group of four candidates as it is prescribed at the moment). Not only duty bearers are biased towards gender roles in politics and private life, but also there are also deep-rooted beliefs against women participation among general citizens/voters, with no significant difference between perception of men and women.

Montenegrin citizens remained very patriarchal and this also refers to perceptions on women's involvement in politics. Namely, according to a study conducted within Gender Programme IPA 2010, majority of Montenegrin citizens believe that it is more acceptable for a husband to be involved in politics than a wife. It is hard to expect that voters, who perceive motherhood and marriage should be women's main preoccupation, give her authority to be a decision-maker in public domain. Other factors which prevent women from entering politics are: 1) a perceived lack of solidarity; and 2) the personal belief that politics is "dirty," which puts at risk their professional career and integrity. Obstacles for the active engagement of women and men in politics in Montenegro are different. For men, political engagement represent a personal decision, and 60% of Montenegrin citizens believe that there are no obstacles for men or they could not think of any. On the other hand, factors that prevent women from participating in politics appear from their surroundings in the form of 1) prejudices; 2) male domination; 3) lack of support; and 4) various expectations, particularly from society, friends and family. Only 3% of citizens believe that there are no obstacles for women.

Citizens, unlike politicians, do not doubt women competences, and for most of them, lack of knowledge and experience is not considered a relevant barrier. In post-2015 consultations, the "exclusion of women from decision-making processes was one of the problems strongly emphasized by the people."

Parliamentary political parties made some progress in regard to gender equality. Entry points were introduced quota, international organizations pressure to establish women's groups, number of public and advocacy campaigns and internal mobilization of women's party capital triggered through education process. However this wasn't sufficient for creation of environment and political maturity to establish Women's Parliamentarian Causes. There were several initiatives around this grounded on thematic gatherings and networking such as initiative on establishment of Political Club for Fights against Violence in Family which, till date, hasn't mobilize critical group of female politicians, neither generated significant interest to be more involved on this issue. UNDP Gender Programme IPA 2010 conducted assessment of main obstacles in further development of women's political participation. Some of the main causes that have been recognized are: a) lack of women's solidarity; b) lack of actual power position holding; c) perception about women's political groups as predominately humanitarian organizations; d) chronic lack of public support; e) gender roles perceptions of political leaders; f) economic independence of women and lack of economic impact; g) very few strong role-models in politics.

After more than a decade of stagnation, women won 17% of parliamentary seats in 2012, which represents the highest percentage ever reached, but this is still short of the nationalized MDG target. Montenegro ranks worst among countries in the region, and 80th out of 138 positions in the listing of the Inter-Parliamentary Union as of 1 January 2015. According to the indicator for woman ministers, Montenegro is ranked at 49th out of 94 positions at the list of Inter-Parliamentary Union. The situation at the local level is even worse. The number of women mayors/president of municipality has gradually decreased since 2003, when it was at its highest level, and at present, only two women were elected president of municipality (of 21 possible positions). There is, however, a positive trend when it comes to the share of women councillors in local assemblies, which is increasing slowly, although this indicator is still short of the nationalized MDG target.

Women are underrepresented in all parliamentary committees, and only the Committee for gender equality and the Committee for education, science, culture and sport have more than 30% women members (Figure 6). The distribution of women across sectors correlates with biases about the role of the women, particularly the longstanding notion that education is the only field in which women traditionally play an important role, especially in early childhood education. The Committee for Gender Equality provides limited opportunities if women are not networked into other departments. Furthermore, women are not present in committees tasked with addressing the “toughest” EU negotiation chapters (23 and 24) and the other main challenges and constraints that will shape the quality of life of Montenegrin citizens: Economy, Finance and Budget; Monitoring and Control of Privatization Process; Anti-corruption; and Security and Defense Committee.

Violence against Women and Violence in Family remains one of priority gender equality concerns especially if we are aware of its prevalence in Montenegro. According to UNDP survey conducted within Gender Programme IPA 2010 65,8% of women in Montenegro have experienced some form of violence from their husband and/or partner. In last 5 years there was a significant increase in the number of reported cases of domestic violence. In 2009 there were 481 victims; while in 2014 there was 1,249 according to official institutional reporting. The Government has invested efforts to create legal and political frameworks that would provide an adequate response to the current situation. According to the Criminal Code of Montenegro (2004), Article 220 prescribes criminal prosecution for acts of domestic violence, ex officio. The Law on Protection from Domestic Violence (2010) applies in misdemeanor proceedings and, for the first time in the Montenegrin legal system, introduced protective measures for victims of violence, namely: 1) an exclusion order/removal from the apartment or other living space; 2) restraining order; 3) prohibition of harassment and stalking; 4) mandatory treatment of addiction or mandatory psychosocial treatment. In addition, the rulebook on the implementation of protective measures stipulates mandatory psychosocial treatment of the perpetrator of violence, but there are still no signs for the conceptualization of programmes according to which trained professionals should perform such treatments. Unfortunately, impact of overall social and personal gender perceptions throughout institutional system of support resulted with poor multisectorial response on cases of violence in family. Data show that Centers for Social Welfare that supposed to coordinate multisectorial response to cases registered in 2014 near 600 cases, out of which half are children. At the same time, Judiciary and Police registered more than 1400 cases in 2014, out of which only 5% are children. Furthermore, 2014 data confirms a pattern of mild sentences, and out of 935 cases, only 10 % were prison sentences, while the rest were fines (252), suspended sentences (133), warnings (85); suspension (82); corrective measures (7); dismissals (8); acquittals (254); and protective measures (247).

UNDP survey on perceptions of violence revealed that 92% of citizens rated violence in family as significantly present, while only 13% felt comfortable to talk or report it. Same survey confirmed high tolerance for violence in family in society in general, as 1 out of 4 citizens said that violence is justifiable, but also, only in 36% of cases, extended families were ready to provide support and protection to victim of violence.

Although legal framework has been significantly improved since 2010 and number of reported cases significantly increased, on the other side, implementation of the Law on Protection from Domestic Violence has not been fully enforced. Orders on exclusion of perpetrator or prohibition of returning to the apartment, which are under the jurisdiction of the police officers, are rarely ordered. Courts impose compulsory measures of psychosocial treatment, even though there is still no possibility for their implementation.

Inherited experience of **patriarchal power**, which gives a man the right to a privileged position in relation to women, is still one of the key obstacles to exercising the right to protection from domestic violence. Violence against women is often treated as family/private problem. Compounding the issue, role patterns severely weaken professional performance of public services providers responsible for victim protection, especially police, healthcare institutions, and centers for social work. The obtained results in number of surveys point to misunderstanding of the situation, problems and difficulties victims of family violence face with (fear, sense of powerlessness and uncertainty, lack of family support and relevant institutions, inability to provide basic living conditions), whereby the burden of responsibility is shifted on the victim, while the role of state institutions in providing protection, support and existential conditions is neglected.

Human Rights frameworks set in the country are predominately aligned with international standards. However, surveys conducted by the Ministry of Human and Minority Rights reveal concerning perceptions of citizens and discriminatory when it comes to specific groups of citizens. As mostly exposed to discriminatory attitudes have been identified following 6 groups: Roma, people with disabilities, elderly, national minorities, LGBT and Women. 53.5% of respondents identified Roma population as most exposed to discriminatory h disability were recognized by 40,8% citizens, elderly 37,2%, national minorities 28,1% , LGBT 26,8% and finally women have been seen as sixth most exposed to discrimination group with 19,1 %. At the same time attitude pattern analyses revealed that 41,8 % of citizens so not tend to have discriminatory attitude, while 39,3 % would tend to openly express discriminatory attitude.

Key challenges include the poor integration of human rights and gender concerns in policy development, while institutions are understaffed and under budgeted, need further training and assistance, and lack functional mechanisms for monitoring and evaluation on human rights and gender equality horizontally throughout institutions as well at local levels. According to a 2013 survey conducted by Ministry of Human and minority Rights, most public servants do not understand the concept of **human rights based approach** nor **gender mainstreaming** and, moreover, find gender mainstreaming irrelevant or discriminatory against men because “the law guarantees equality to all.”

1.3 Lessons learnt from the implementation and Evaluation of Gender Programme IPA 2010

Gender Programme IPA 2010 have been implemented between April 2011 and December 2014 in partnership between Ministry of Human and Minority Rights, UNDP Montenegro and Delegation of EU to Montenegro. The overall objective of the project was improved the status of women as reflected in personal integrity, economic advancement and political representation. The specific objectives of the project were - to strengthen capacities, improve mechanisms, advance policies and improve conditions for the implementation of the National Action Plan for Gender Equality in following three areas:

1. Violence against women and domestic violence
2. Political empowerment of women
3. Economic agenda for women

External Evaluation has showed that the project have succeeded in all the areas to strengthen capacity, improve mechanisms, advance policies and improve conditions for implementation of the NAP in three defined areas. Evaluator noted that **partnerships** and interactive approach around this initiative served as strong foundation for success, as grants were provided by EU as main driver and monitor of the integration process, which

immediately meant more serious response by all parties in Montenegro, putting pressure for changes to happen.

Another important success factor was that the project has been developed and carried out with UNDP as the main facilitator which ensured a strong and professional approach on working strategically on improvement of gender equality and working closely together with the NGO sector as well as the governmental authorities.

The structures, the design and the implementation have been efficient and effective in order to address both the level of the beneficiaries and the overall structures and mechanisms, and the components are considered both relevant and adequate. Continuous coordination, information flow and consultations were enabled through Advisory Boards as permanently organized forums for dialogue on particular issues of concern in the course of Project implementation.

There are good steps in the right direction, but there still remain several procedures and systems to be established at the local and national level to address properly human rights and gender equality concerns.

Development of a stronger legal framework combined with raising awareness and addressed structural discrimination are clearly remaining fields of interest for ensuring sustainable impact. In addition, stronger cooperation on high political level with the NGOs and integration of holistic approach that will ensure development of expertise, data collection, gender and human rights focused analyses. Having this said, it is important to highlight that researches that have been conducted so far by Ministry of Human and Minority Rights and UNDP within Gender Programme determined paradigms in addressing anti-discrimination and working to develop systemic protection of human rights. Besides data collection and analyses, campaigning and education impacted towards attitudes and perceptions of general population as well, and this could be monitored through media reporting as well perception surveys. Awareness and sensibility of the public and institutional capacities proved to be substantive in both, development and implementation of any kind of protection or affirmation instruments.

The capacities of the institutions in charge of protection and enforcement of human rights require strengthening, including for the judiciary and police. Human rights institutions, including Human Rights Protector are hampered by a lack of staff, skills, financial resources, and frequent staff turnover. The country made progress in reporting mechanisms of international human rights conventions. A gap remains between legal alignment and the incorporation of human rights standards into policy frameworks, practices of administration, especially those of law enforcement agencies, and the court case law. Needless to say that this challenge particularly affects vulnerable groups exposed to multiple levels of discrimination.

1.4 Complementary processes and actions

Since the 1990s, the European Union has been involved in a complex stabilization and progressive integration of the Western Balkans, declaring in 2003 that the future of the Balkans is in the European Union. Although most countries are upper middle-income, EU candidates or EU members, they are far from regional or global standards when it comes to gender equality and fulfilment of women's human rights, as outlined above.⁶

⁶ CEDAW Committee & MDG reports and EU Progress Reports in Western Balkan countries.

The EU accession process is a pivotal opportunity to advocate more effectively for gender equality and women's rights, not only to align national legislation with the *acquis communautaire* but also to introduce institutional mechanisms and more coordinated efforts to achieve gender equality as a fundamental principle of accession. Women's rights advocates, national gender equality mechanisms and international organizations welcomed the European Parliament Resolution of 21 May 2013, which addresses women's rights in the Balkan accession countries (2012/2255(INI), and the European Parliament's Evaluation on Beijing + 20⁷ highlighting a number of areas to be dealt with through more effective policy and implementation measures.

Current regional and global development trends provide further impetus for coordinated initiatives and concerted national actions for women's empowerment and gender equality. Inclusive and gender-responsive employment and labour market policies, and attention to gender impacts and opportunities for women in emerging areas such as green jobs, as well as gender equality in political participation are highlighted in the newly adopted Sustainable Development Goals (SDGs), which has a stand-alone goal on gender equality.

The regional review of progress on the Beijing Declaration and Platform for Action (Beijing+20) by the United Nations Economic Commission for Europe concluded that progress on gender equality has been slow and uneven, with continuing gaps between norms/commitments and implementation/action, underfinanced institutions and women's organizations. Multiple and intersectional forms of discrimination persist, based on gender, age, ethnicity and other factors; in most accession countries the process for the social inclusion of the Roma community has slowed down.

In the National context, two National Strategies have been planned to be adopted in the course of 2015. Strategy on women's entrepreneurship has been adopted in Jun 2015, while draft Strategy on Protection from Violence in Family is currently in final draft and it is expected to be endorsed by the Government towards the end of 2015. On-going social sector reform and introduction of Social Card and case management at the level of SWC, with additional targeted efforts, such as tailored trainings and alignment of methodologies in data collection, might enable qualitative upgrade of SWC services as well as monitoring and evaluation of effectiveness and efficiency.

Finally there is on-going preparation of the regional intervention in Turkey and the six Western Balkans countries (including Montenegro) on women's human rights and ending violence against women, targeting the most disadvantaged groups of women and addressing harmful gender stereotypes. This initiative has been led by UNWomen, while partnering UN agency in Montenegro will be UNDP. Initiative will be built around strong linkages between national and regional level activities, with the understanding that national level activities will be adapted to the particular needs and situation at country level. The programme will be composed of six main inter-related strands of activities predominantly focusing on capacity building for civil society organizations (CSOs); networking and capacity building activities targeted specifically at women and women's groups of marginalized groups of women (Roma women, disabled women, rural women and refugee women, in particular) and their integration in regional level activities.

1.5 Donor coordination

The Support to the anti-discrimination and gender equality policies will provide support for the establishment of a more formal coordination mechanism between government, EU and UN on human rights and gender equality. Having in mind that anti-discrimination and gender equality initiative will be grounded on the

government's national, strategic frameworks and priorities, national ownership over process (built on existing good practices from Gender Programme IPA2010), will ensure government led dialogue re alignment with EU integration frameworks and action plans, EU progress reports findings and recommendations of UN human rights treaties.

In the area of gender equality the Action will take into account results, achievements and lessons learned from Gender Programme IPA 2010 where Advisory Boards established around thematic components enabled relatively informal coordination of all stakeholders interested for gender equality in the country (international organizations, NGOs, public institutions and experts)

Increasing effort for donor's coordination should be invested in gender mainstreaming which comes as corporate requirement in UNDP and EU while Law on Gender Equality imposes this task for all public institutions. The main focus of this work should be integration of gender in the national planning and monitoring and evaluation frameworks based on developed human capacities for gender mainstreaming. This work is essential to provide a strong accountability framework as well as learning pathways for all partners gathered in this initiative - EU, UNDP, NGOs and governing institutions. The UNDP Gender Mainstreaming Frameworks used at the CO Montenegro office certified for gold standards in gender mainstreaming will be platform for dialogue and education.

At national and local level, continued coordination will be required with EU/EIDIHR grantees programmes to ensure maximized impact in the fields of human rights and gender equality. Coordination with initiatives can sometimes be challenging, but so far the track record in Montenegro is relatively good.

Last but not the least, entry point for adequate donor coordination will be ensured through reporting mechanisms within Sector of Judiciary Fundamental Rights coordinated by Ministry of Justice, where results to achieved under this Action document should be reported against Chapter 23.

1.6 Capacity Development

Development community is in exceptional agreement that capacity development is the engine of human development. In the face of the current economic, climate and food crises, developing state and societal capacities to design and implement strategies that minimize the impact posed by these crises will remain critical for sustaining progress towards achieving development objectives.

Capacity development starts from the principle that people are best empowered to realize their full potential when the means of development are sustainable – home-grown, long-term, and generated and managed collectively by those who stand to benefit.

An essential ingredient in the UNDP capacity development approach is transformation. For an activity to meet the standard of capacity development as practiced and promoted by UNDP, it must bring about transformation that is generated and sustained over time from within. Transformation of this kind goes beyond performing tasks; instead, it is more a matter of changing mindsets and attitudes. Therefore we can say, capacity development is about transformations that empower individuals, leaders, organizations and societies.

If something does not lead to change that is generated, guided and sustained by those whom it is meant to benefit, then it cannot be said to have enhanced capacity.

The Action will be introducing following key drivers of change, which will respectively ensure a catalytic effect on improvement of social and institutional responsiveness towards promotion, protection and enforcement of human rights and equal opportunities, specifically focusing on the capacity development to enable implementation of the anti-discrimination and gender equality policies. This will be achieved through following:

- a) A broad, **holistic approach** to human rights and gender equality values linked to SDGs and utilized by all partners for transformative change in society perceptions;
- b) **Partnering organizations**/ institutions / parties / groups – **held accountable** for human rights and gender equality goals;
- c) **Leadership engagement** in promoting enforcement of social inclusion and reduced inequalities;
- d) Nontraditional solutions for active **management of female talents** as drivers of transformational change in role modeling and mentoring;
- e) **Tailored trainings** to ensure impact oriented capacity development prioritized and focused on the needs of women in targeted fields of work.

The Action will besides capacity development apply UNDP principles of the results based management, human rights based approach, gender mainstreaming and environment friendly interventions bringing added values and awareness of partners.

The Action will remain closely aligned with the national institutions in charge of human rights and gender equality policies implementation, maintaining their commitment to capacity development interventions.

Gender Equality Programme IPA 2010 has contributed to significant improvements in national capacities during the period 2010-14, particularly in relation to policy development on gender equality. The Project implementation process was highly participatory including line ministries benefitting from trainings, surveys and assessments as well as joint planning and prioritization of particular gender equality actions. However, there is an evident need deepen the expertise re human rights, gender equality and women's empowerment, in the ministries through more advanced training support, which should be linked to the concrete actions that their respective ministries, partnering NGOs but also international organizations working in the field of gender policy design and implementation. Particular attention will be given to increased capacities for gender mainstreaming to enable engendering of policies vertically and horizontally.

Within Gender Programme IPA 2010, decision makers at the political level have gained a good level of understanding of gender equality. They should be also targeted during this Programmatic intervention through advocacy activities and continued engagement in international knowledge sharing opportunities.

Department for Gender Equality staff has been engaged in all aspects of Gender Programme work. Having in mind turn-over of staff, approach to capacity development of current composition of the Department staff will include mentoring and training ensuring that acquired skills could be immediately applied, including managerial capacities a) work planning, b) management practices and procedures, c) communications.

All capacity building actions will be designed in a way to ensure sustained impact.

2. Strategy and description of action

Intention of this Action is to make a shift from conservative and discriminatory public values, perceptions and practices into society valuing human rights and embedding gender equality in the daily work routine at all levels. To ensure this transformative change, Action will work at the level of existing legal and strategic frameworks advancing legal and policy frameworks, then vertically, developing capacities at institutional and personal levels through tailored enhancement programs and interventions and finally developing solid analytical tools and collect evidences for sustainable analytical work. Enhanced system of promotion and protection of human rights and ensured equitable development processes will be our strategic path in this work to contribute to equal opportunity development. It will be based on thoroughly assessed root causes and immediate causes of inequalities and discrimination in Montenegro.

Holistic approach in this Action will allow Government, Parliament and CSO counterparts to articulate national priorities but also realize sustainable human development impact that we want to achieve through capacity development and awareness raising interventions which will enable anticipated **transformative change in society's perceptions and values** in regard to human rights and gender equality.

Important element of the Action implementation strategy is non-traditional approach in **female talents management** and leadership engagement in promotion of social inclusion, reduced inequalities and empowerment of women. This work will be attached to role modeling, mentoring and tailored trainings.

Concretely, by applying such approach institutional as well as overall social culture should **gradually shift to respect of human rights**, rule of law as well as rooted social inclusion principles. The interventions should **promote policies**, national and local systems, **institutions accountability and knowledge transfers** that will help address the development transformations that Montenegro is going through, in the context of EU accession.

These transformations are complex, involve a multiplicity of actors, both in the public and CSO sector, and influencing their **fundamental orientations will be a long-term process**. However, the **UNDP partnering CoE and EU can play a critical role** in promoting human rights and policies that will help address these critical development challenges.

This Action will require **strong partnerships** between number of line ministries, local authorities, CSOs, international actors and “champions” in the private sector. Significant leverage could also be achieved by promoting “south-south” cooperation, which in Montenegrin context is more “west-west” cooperation and global/regional learning on anti-discrimination and gender equality development pathways.

Based on the above next phase of the “Support to anti-discrimination and gender equality policies” programme will focus on following three **main drivers of change**:

- **Changing attitudes** and perceptions through awareness raising work;
- **Strengthening the governance and accountability** for human rights and gender equality through improved strategic and policy frameworks;
- **Developing human capital** for the gender equality through tailored training programs.

2.1 Objectives

The **Overall Objective** will be to ensure that **fundamental human rights** have been **protected and promoted** in compliance with international standards.

Specific Objective will be to improve the **social and institutional responsiveness towards** promotion, protection and enforcement of **human rights and equal opportunities**, specifically focusing on the implementation of the anti-discrimination and gender equality policies.

2.2 Expected results and main activities

Result 1: Anti-discrimination framework is known, understood, and implemented especially towards Roma, LGBTI, Persons with disability, Women and Minorities

Rationale

An effective anti-discrimination response requires strong and vibrant institutional engagements (as well as mandates) based on knowledge management, comparative advantages, evidence-based policy-making, participatory and inclusive approaches, as well as accountability and transparency on results. These elements constitute the backbone of the social inclusive and good governance and human rights based response, without which, any other interventions are unlikely to generate transformational change.

To reach this Result within this Action will be targeted several areas with specific aims, that will cumulatively bring to reaching determined result of this action.

A first area of work are discriminatory perceptions and attitudes.

Specific aim to work within this area is to achieve decreased level of discrimination in Montenegro through raising awareness of the general population on human rights of marginalized groups, as well as raising the level of information among the discriminated about their rights and instruments for protection, in accordance with the new legislation

Support will focus on following activities grouped under Component 1:

- Design two perception surveys (one at the beginning and one at the end of the Action, with special focus on qualitative research with focus groups representing the most vulnerable groups) to assess the discriminatory patterns and stereotypes of citizens, the influence of media, as well as the level of awareness of citizens about the legislative and institutional measures for protection from discrimination and their trust in institutions implementing anti-discrimination policies);
- Campaigns aimed to raising awareness of target audiences (identified within the Activity R.1-A.1 as the audiences with the most discriminatory behaviour) with regard to anti-discrimination standards and policies;

- Two analyses of media reporting on discrimination cases (one at the beginning and one at the end of the Action) to assess the role of media in changing the discriminatory patterns and stereotypes of citizens (based on findings and recommendations of the perception surveys).

A second focus area is the work on a strengthening of a national institutional capacities to address (track and monitor) the performance on human rights and gender equality, as well as on strengthening of independent monitoring (by NGOs) of implementation of anti-discrimination policies and standards by institutions

*With this, we are **aiming to** contribute to **capacity building of the Ministry for Human and Minority Rights to increase knowledge and skills, improve coordination related to anti-discrimination and gender equality with other relevant national and local institutions and contribute to more effective multi-disciplinary and inter-institutional response to discrimination. In addition, Action aim on this area of work is to strengthen capacities of NGOs to influence anti-discrimination practices and policies through evidence-based monitoring.***

Support will include following activities grouped under Component 3:

- Three annual trainings on strategic planning for MHMR staff;
- Knowledge and capacities development needs assessment of key personnel in MHMR conducted at beginning and towards the end of the programme;
- TOT for gender mainstreaming
- Two thematic training programs on human rights and gender equality;
- Two training sessions on organisational management and programing.
- Development of HR M&E framework with included annual targets and indicators
- Establishment of M&E NGO coalition
- Development of HR innovative knowledge and awareness raising products with youth groups
- Establishment of a national data base of best practices in HR awareness raising work

While the professionals engaged with Ministry for Human and Minority Rights remain in the focus of the capacity development work of this component, besides them other relevant national stakeholders in line ministries, local institutions, specialised agencies/inspections and NGO representatives will be targeted by this work. This capacity development intervention will involve the ones who should participate in multi-disciplinary and inter-institutional response to discrimination. Human Rights and Gender equality focal points within Government structures at local and national levels, senior level management in inspection bodies and NGOs working on cross-cutting gender issues, will benefit from this capacity development intervention. Educational programme will be developed based on their learning needs which will be assessed prior to development of learning material. This training process will enable participants to incorporate gender equality concerns in all levels of strategic planning and to equip them with specific knowledge on assessing gender equality contributions in policy design stage.

Result 2: An efficient and effective system for accomplishment of gender equality and women's empowerment standards is established

Rationale

The National Action Plan for Gender Equality developed under the scope of Beijing Action Plan, provides a roadmap for achievement of gender equality. In addition, as EU aspirant Montenegro should be guided with EU Gender Equality frameworks such as Gender Equality Strategy and EU Parliament Resolution on status of women in Western Balkan countries. International community, in particular EU and UN has a catalytic role to play in establishing the systems and developing capacities needed for Montenegro to be able to effectively address women's empowerment needs as well as gender mainstreaming. Gender Programme IPA 2010 has built the solid grounds for further developments in the areas of violence in family, political empowerment of women and women's entrepreneurship. Work towards achievement of this result will build on existing work and achievements as well as lessons learned from Gender Programme.

Therefore first area of work will be addressing violence against women and violence in family.

After the Law on Protection from Violence in Family has been adopted, followed with awareness raising campaigns resulted with the number of reported cases increased for 3 times (from 500 cases to almost 1500). At the same time, multidisciplinary response was enforced through legal, institutional instruments. This situation led to increased burden at institutions, but also increased expectations from the side of victims. In the meantime Istanbul Convention was ratified and enforced in August 2015 which additionally increased standards in victims support standards, services and practices. In the course of 2015 draft Strategy for Protection from Violence in Family has been drafted on participatory basis and under guidance of the UN Thematic Group on Gender Equality and Human Rights. This Action will contribute to the achievement of 5 out of 6 goals as per CEDAW and Istanbul Convention.

Aim of the work within this area is strengthened system of multidisciplinary support to victims of violence in accordance with standards and provisions assumed with ratification of Istanbul Convention and provided support to the Government in reaching following goals of the Strategy on Violence from Family (2017-2020):

Goal 1. Enhanced legal framework for protection of victims of violence;

Goal 2. Increased capacities, expertise, and multidisciplinary approach in applying protection measures for victims of violence;

Goal 3. Increased awareness and understanding on violence against women and violence in family;

Goal 5. Improved access to justice and legal protection of victims of violence;

Goal 6. Established efficient coordination mechanism, monitoring and implementations of policies in regard to violence in family.

Support will include following activities grouped under Component 3:

- Defined and submitted for Parliamentary discussions Amendments to the Law on Protection from Violence in Family (Goal 1. Strategy on violence in family);
- Conducted independent evaluations of multi-disciplinary team practices and Protocol implementation (Goal 2 Strategy on Violence in Family);
- Define procedures for all institutions in the system of protection from violence in family (SWC, police, judiciary, lawyers, free legal aid and pro bono lawyers, health and education workers, and NGOs) and application of principle of due attention in accordance with international standards and Istanbul Convention (Goal 2. Strategy on Violence in family);

- Conducted learning needs assessment for civil servants and judiciary and lawyers responsible for violence in family cases (Goal 2. Strategy on Violence in family);
- Developed training programs for civil servants included in multi-disciplinary response to violence in family and based on learning needs assessment findings (Goal 2. Strategy on Violence in family);
- Conducted citizens perception surveys on violence in family (one at the beginning of programme second on the end of programming cycle (Goal 3 Strategy on Violence in Family)
- Conducted research on costs of violence in family;
- Design educational programme for media on reporting against violence against women and violence in family (Goal 3. Strategy on Violence in family);
- Two assessments of the legal and institutional gaps restricting effective and efficient institutional protection of victims of violence (one at the beginning and one at the end of the action) (Goal 2. Strategy on Violence in family);
- Capacity development programs/trainings/study visits for professionals (police, prosecutors, judges, social workers, SOS lines) implementing the Law on Protection from Violence in Family;
- Independent (NGO) monitoring of the institutional response to violence through case studies
- Awareness raising work.

All educational and capacity development interventions under this component will be driven by needs assessment to be conducted prior to activity to be conducted. Each capacity development and educational activity will be evaluated upon its completion in two steps: immediately upon completion of learning exercise and upon some practical experiences that will provide reflection on applicable knowledge and skills gained. Case studies monitoring will be conducted in partnership with NGOs. It is expected that case-study monitoring shows progress and transformational change at the institutional level, clearly tracing good and bad practices and educational impact assessment. Detailed needs and impact assessments Programme will be able to show case for transformational change and demand application of common standards and practices in order to protect human rights.

Gender Programme IPA 2010 grounded practice of exchange of information and “know how” between experts on violence in family from the Region (predominately from Croatia and Serbia) that we would like to further develop within this Programme. Regional cooperation would be intensified to ensure that practitioners from different institutions in Montenegro could seek advice, including on “ad ho” basis on particular cases and practices they are facing. This peer conference on cases would enable professional guidance enabling them to solve the problem, but also to learn through practice. International Consultant on this Component will also provide support on identification senior professional from different institutions work in multi-sectorial response to violence (police, social welfare, lawyers, judiciary, free legal aid, health and education institutions, etc) have advisory role to colleagues in Montenegrin sister. UNDP will ensure development of such consultative peer consultations and will moderate discussions in continuous manner at least on be-monthly bases, but also on ad-hoc basis when needed. This has been proved as very efficient way of adults learning and capacity development intervention with many good examples at the municipality Niksic level resulting with stronger interaction between all stakeholders from police, SWC and NGOs till judiciary being more efficient in adequate and accurate following of cases of violence in family. Peer support at the regional level will be developed with support of the International consultant while UNDP (with support of the offices in the region) will boost their professional recognition for the support provided

Second area of work within this Action Result will be political empowerment of women

Women's political empowerment presents a long and challenging process in which policy makers must be determined to consistently uphold the principle of gender equality. Montenegrin leaders frequently and firmly state commits to build democracy, good governance and reduce inequalities. Still, full equality for women and men was dramatically challenged within the process of political dialogue on Electoral Law and quota for introduction. In two political interaction, 30% quota have been included in the Electoral law resulting with significant increase of women's participation in local assemblies, while results at the level of National Parliament will be visible upon elections to be held in early 2016. Women's activism within political parties in general increased thanks to activities conducted within Gender Programme IPA 2010 but this activism could be characterized more as humanitarian rather than political. Previous three-fold approach will be maintained within follow up intervention under this action focusing at: a) creating enabling environment for women's political empowerment in political parties and with party leaders; b) women's political empowerment c) shaping positive public attitudes and work with media. Cross cutting aspect of this work will be knowledge management and networking of female politicians.

Aim of the intervention in this area are encouraged political parties to support integration of gender aspects into internal political party decision-making processes and developed capacities of women politicians to advance their political careers.

Support will include following activities grouped under Component 4:

- Advanced trainings for trainers for political parties (to conduct trainings for mixed groups);
- Trainings on gender equality for women party activists/MPs/local councilors;
- Regional annual conferences in political dynamics as "spiritus movens" for political and transformation driven networking between women;
- Establishing monthly social media (TV and radio) talkative shows on women's political concerns;
- Organize advocacy consultations with women's party forums on development of gender action plans within their own parties;
- Design co-operating modules with other women's groups, acting collectively on issues of mutual concern;
- Advocacy campaign design and implementation around mutual and prioritized concern;
- Institutionalizing gender equality in political party policies, processes and practices;
- Establishment of mentorship schemes at national and regional level between women and experienced political figures. Our aim is to bring women from politics of different ages, at different stages in their lives and careers, to learn from each other and build their collective confidence at local, national and regional level. With support of existing pool of women in politics established through Gender Programme IPA 2010 we would follow up with identification of mentors willing to contribute to their party sister's candidates in: confidence-building, political education, debating skills development and political field work. So far, some mentorship champions have been identified, and till now provided valuable support (such as Ms. Sonja Lokar from Slovenia or Morana Palikovic Gruden from Zagreb) and will be invited as targeted senior politicians to help us follow up on existing regional cooperation to set up light mentorship scheme that will bring together few levels of political practitioners: a) from political candidates engaged in EU Parliament work to female candidate from sister political party in

MNE and b) from national parliamentary party candidate (MP) to local municipality candidate from same or coalition party. Mentorship will be based on volunteer contribution of at least 5 mentors at regional level and 10 national level female and male politicians. Programme will ensure their committed and continuous interaction through different communication platforms as well mentors and trainees' participation in education programs and study trips envisaged in the programme.

Third area of work within this Action Result will be support to women's entrepreneurship at local level

Women's entrepreneurship presents socio-economic sphere where need for elimination of harmful practices towards women is very visible and self-explanatory. Within Gender Programme 2010, UNDP worked at local level piloting development of systemic support for women entrepreneurs. The Gender Programme analyses showed that although entrepreneurship potential in Montenegro is very high, there are serious barriers both at the level of society (stereotypes, patriarchal mentality, lack of entrepreneurial motivation, lack of family support, but also serious lack of knowledge and skills necessary for entrepreneur, and institutional/systemic levels. The last one is mainly related to the fact that only neglecting percentage of women can afford available IRF and bank credits because they cannot offer collaterals, and because they don't have adequate support during the implementation of their business plans. As a consequence, sustainability of female business is questionable and risky and represents additional demotivating factor for potential entrepreneurs.

Aim of the work within this Action will be strengthened local institutional and women's capacities to enable and encourage entrance in entrepreneurship through utilized local support services and established cooperation with financial institutions as credible clients to financial institutions.

Support will include following activities grouped under Component 5:

- Sign Agreement of Cooperation Letter with municipalities Podgorica and Niksic on cooperation re support to enhancement of women's entrepreneurship;
- Learning needs assessment of applicants (maximum 100 per municipality)
- Develop tailored training programme for women entrepreneurs (start-ups and existing businesses)
With following topics included:
 - Basics od entrepreneurship: assessment of market opportunities,
 - Business plan development,
 - Business registration,
 - Sources of financing: how to approach them?
 - Market research and marketing plan development,
 - Time management,
 - Employing and motivating key people,
 - Family business management,
 - Strategic planning,
 - Tax liabilities and basics of accounting,
 - Communication basics,
 - Women entrepreneurship in agro-business, etc.
- Mentorship support to women entrepreneurs – mentorship schemes
- Design training programme for participants in mentorship schemes
- Networking with business associations

- Data base development established cooperation with IRF and/or other financial institutions
- Advocacy actions on implementation of goals defined by Strategy on women's entrepreneurship
- Conference on women's economic position
- Assessment of local governance mainstreaming for gender equality and women's entrepreneurship empowerment.
- Organize 4 two days trainings for local municipalities
- Organize periodic consultations with media, academia, politicians, entrepreneur's and HR activist

Women's entrepreneurship associations have been identified as great opportunity for establishment of mentorship schemes between women new in business and the more experienced one. Work in business environment envisaged lots of information sharing, networking and learning by doing. Each local community, each business sector have some specificities and our understanding is that with mentorship support from early or set-up phase would be very valuable in addition to tailored educational programs. Mentors will be selected from the national pool entrepreneurs to address market and business specificities and ensure hands-on support closely monitoring capacity development of entrepreneur and maintain their motivation high.

Having in mind that business sector is profit oriented this mentorship scheme will be based on contractual modalities with local mentors where they will be required to contribute with at least additional 30% of pro-bono coaching through learning by doing modality. Detailed mentorship modalities as well as possible adjustments will be made based on Advisory Board discussions.

Forth area of work within this action is dedicated to awareness raising re gender equality and women empowerment.

Key development obstacle in addressing gender equality concerns and women's empowerment are deeply rooted patriarchal attitudes and social values that overshadow gender discrimination patterns enabling smooth transformation of inequality from personal towards institutional and finally systemic. Relatively low gender expertise within public institutions, academia, media and independent institutions maintain culture of ignorance towards gender inequalities. Therefore Action will create window opportunities to generate highly visible gender events organizing public debated around them.

Therefore, aim of this work is to trigger public attention and generate raising understanding of the main problems related to gender equality and women's empowerment in the country.

Support will include following activities:

- Organize periodic consultations with media, academia, politicians, entrepreneur's and HR activists
- Organize annual recognition/acknowledgement of most successful female leaders and institutions/companies/organizations for supporting gender equality
- Design social media communication tools to increase visibility of female role models.
- Organize annual recognition/acknowledgement of most successful female leaders and institutions/companies/organizations for supporting gender equality
- Design social media communication tools to increase visibility of female role models

All of the above described activities will be conducted as cross cutting and defined under visibility plan presented in Annex 4 of this document.

2.3 Cross-cutting issues

Human rights-based approach (HRBA), Gender equality, Environmental sustainability, Capacity development, and Results-based management (RBM) constitute a starting point and cross cutting corporate requirement. This means a principle applied within this Action is: a) universal, applying equally to all people in all countries; b) based in law, internationally agreed development goals and treaties, and national laws and commitments; and c) relevant to government - UN cooperation in the country context.

Within this Action is applied unique methodology will ensure reaching defined results follow three key phases - assessment, analysis and particular tailored action that can be linked to stakeholders needs and/or gaps identified. Underlying principles of this Action and therefore as crosscutting emphasis will be put on accountability, participatory approach, data collection enabling gender analyses and information flow.

3. Sustainability

Overall, the Action aims to be sustainable in two key ways: firstly, it aims to promote legal and policy frameworks and institutional capacities in such a way as to strengthen service delivery for years to come, well beyond the scope of the project. The project requires the coordinated commitment of several government institutions, local governments in Podgorica and Niksic, Parliament, NGOs, financial institutions and the private sector, and as such, promotes a level of collaboration and networking that in themselves increase sustainability. The Action will contribute to better coordinated institutional support for victims of violence in the family, as well as local governance support to women's entrepreneurship. Such achievement would further contribute to introduction of common practices and work routine that would lead towards a more victim-friendly institutional environment, and better institutional protection. Changes expected at the level of political parties will dramatically determine future of their party programmes and position of women within party.

Knowledge management and development of capacities will present the main stream of this Action and therefore will contribute to sustainable, long term investment in human capital re gender equality and women's empowerment. In addition, self-recognition and socio economic independence are the most effective instruments of women's empowerment. Finally, networked and engaged, such great number of stakeholders will generate a new culture and trends that will further impact the women empowerment processes.

In years to come, success stories of empowered women from this Action will serve as most visible instrument for role modeling and therefore will continuously capitalize message that women are female social, economic and political power force of one society and capital human potential in development processes.

Policy level sustainability

All policy-level work will build on priorities identified by the national strategic frameworks with special attention on the National Action Plan for Gender Equality, Strategy on Women's Entrepreneurship development, Strategy on Protection from Violence in Family. Policies designed under this action are aligned with strategic priorities in the country contributing to results achievement. CEDAW recommendations as well as EU accession process required upgrading and enhancement policies which regulate number of issues in the country and this will be re-addressed through this Action ensuring policy-level interventions in order to

introduce CEDAW recommendations. (such as improvement of quota system and strengthen gender mechanisms).

Financial sustainability

The lack of resources available for the implementation of gender equality strategic and policy goals at both – national and local levels present serious development obstacle and sustainability challenge. For this reason, the Action will emphasize gender mainstreaming approach as important entry point for accountability of different stakeholders, but in that sense allocation of different financial sources will contribute to development of multisectorial approach.

Action will also will tackle specific issue of financial sustainability through intervention in the Law on financing of political parties which should ensure a permanent source of funding for women’s political party forums and their actions which will include further enhancement of women’s political participation.

Institutional level sustainability

Action is characterized with strong capacity development approach and tailored training programmes that will ensure that the local partners are well equipped to continue to utilizing knowledge and skills for professional fulfilment of their work irrespective of the Action.

It is expected that political parties’ structures would necessarily reflect changes in their institutional architecture if the results of this Action are achieved. These changes would be reflected not only in policies but also as practice has proved, at the institutional level as well.

Local municipalities will receive support and guidance in developing institutional sett-up to become citizens responsive and gender aware, supporting their citizens’ interest to engage in entrepreneurship.

4. Assumption, Risks and Risk Mitigation

This Action has been based on the assumption that the positive momentum has been created by the Gender Programme IPA 2010 and has been maintained till date. It is assumed that the Government of Montenegro is committed to fulfill its own strategic goals as well as legal provisions in regard to gender mainstreaming from planning, through programing and budgeting processes.

In the same line, it is assumed that there is a clear and ensured leadership primarily within partnering Ministry of Human and Minority Rights as well as within the line ministries, political parties and other relevant stakeholders. Furthermore, Government proves to be motivated to promote gender mainstreaming and create enabling environment allowing potential budget support in the medium to long term.

It is also anticipated that the awareness of alternative financing is growing, and engagement with other stakeholders such as the private sector is seen as important, while remaining in line with sustainable development principles.

Due to the limited number of supporting donors interested to support gender equality initiative in the Regions can only be successful if support to the wider group of stakeholders is harmonized in its tools and methods,

notably in terms of capacity building, monitoring and evaluation, and information/communication, which presents final assumption for the implementation of this Action.

Risks and Risks Mitigation

Risks identified during the implementation of Gender Programme IPA 2010 remains relevant and valid to the second phase and the risk is mainly concerned with the availability and capacities of government counterparts to support/participate in the implementation, due to workload and lack of incentives.

Another main risks identified are the following: a) challenges associated with cross-sector coordination and joint programming involving different ministries or agencies; b) low human and financial capacity of the line ministries; and c) public finance management and regulations related to gender equality do not improve, making the perspective for reduced inequalities more difficult.

The table below describes the risks and mitigation measures.

Risks	Probability	Impact	Mitigation Measures
1. Government staff capacity is not fully available for programme implementation due to other tasks (other than Antidiscrimination and Gender Programme)	Medium	Medium	This programme is designed with a recognition of this risk. The Action will fully align with national arrangements, and Government staff will be engaged in line with their official functions and TORs, to minimize extra project-related tasks. Where additional support is required, Action-financed personnel will be deployed to work in twinning arrangements with government counterparts. The Action will also stand ready to follow the Government/ Development Partner/ EU Delegation for incentive system and apply it as soon as available.
2. Cross-sector coordination and joint programming involving different ministries or agencies remains difficult and challenging for gender mainstreaming effort	Medium	Medium	The Action will support design and delivery of Gender Mainstreaming Training for Government representatives as well as NGOs for the purpose of strengthening of the Government and NGO capacities to mainstream, monitor and evaluate against gender results at all levels.
3. Limited human capacity of the line ministries gender focal points in applying gender	Medium	Medium	The Action will provide training opportunity for Government Gender Focal Points within ministries for an

Risks	Probability	Impact	Mitigation Measures
mainstreaming activities within their sectors (across results)			effective implementation of the commitments.
4. Public finance management and regulations related to gender equality commitments remain weak, making the perspective for gender equality more difficult.	Medium	Medium	The CCCA's interventions in facilitating dialogues on potential measures and incentives are expected to raise awareness of the government to create a favorable environment for private sector investment in the climate change response.
5. The quality of gender trainings provided may not meet participants expectation and do not provide/ transfer sufficient level of knowledge and understanding of women's empowerment concerns and gender mainstreaming	High	Low	Trained Trainers conduct at least one seminar with supervision of senior trainers while the negative track record based on evaluation reports of seminars which were undertaken should be basis for reconsideration of engagement in future training sessions.

1. Implementation arrangement

This Project presents full CO support to DIM implementation modality. Action will be administered by UNDP according to the Financial and Administrative Framework Agreement between the European Community and the United Nations (FAFA) and UNDP rules and procedures, which will serve as minimum standards for any subsequent Action operational procedures and/or guidelines under the PAGODA contracting modality. The duly signed Project Document will be the legal document for UNDP. In addition, UNDP will sign Cost-sharing Agreement with the Government of Montenegro, Ministry of Human and Minority Rights on their committed contribution to this Action in order to enable UNDP's full oversight and will be in line with EU's eligibility criteria as set in article 25 of the General Conditions.

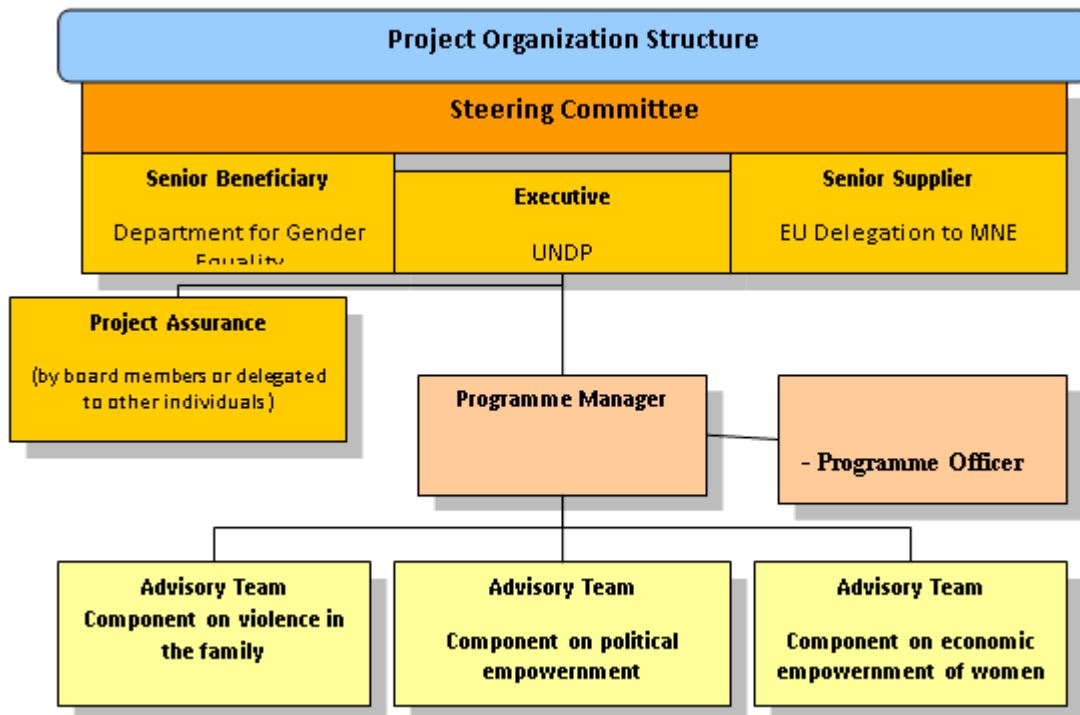
The organizational structure is based on strong Government ownership and alignment with the existing practices of Steering Committee compositions. The Ministry of Human and Minority Rights, on behalf of the Government of Montenegro, will be the Steering Committee Chair. Policy level decision making within the Action will be entrusted to a Steering Committee (SC) which will include representatives of the following line ministries: Ministry of Social Welfare and Labour, Ministry of Interior, Ministry of Foreign Affairs. In addition, the SC will include, EUD Task Managers and Parliament representative (and if interested, other relevant development partners e.g. OSCE), and key project staff. Staff will deliver programme interventions in line with their official Terms of Reference included in Annex 3. All projects staff will work closely with

Government counterparts and other stakeholders to ensure maximum of efforts invested to reach goals set. The CS will normally meet twice a year and will review annual work plans within envisaged Action duration of 36 months.

The Ministry of Human and Minority Rights and UNDP will contribute with EUR 173,000 (MHMR 100,000 EUR and UNDP 73,000EUR) to the programme, while EUD contribution will be 735,000 EUR through parallel co-financing model.

Additional UNDP technical support will be provided through access to external expertise pools locally and internationally, regional experts or institutions from the region. UNDP will provide support, particularly for compiling lessons learned and sharing experiences with other stakeholders locally and internationally.

ACTION MANAGEMENT STRUCTURE - Support to anti-discrimination and gender equality policies



While **Steering Committee** will have decision making mandate at policy level, day to day management will be assured through Programme Manager. **Advisory Teams** will not have decision

making position, but will serve as formula for inclusive, participatory approach for dialogue around ongoing activities and information sharing. Membership in Advisory Boards will be based on voluntary basis and based on Open Call for expression of interest for participation.

Action Programme Team:

Programme Manager	(full-time)	36 months
Programme Assistant	(60% of work time)	36 months

The implementation of the Project will be supervised by the Programme Manager while Programme Assistant will be responsible for administrative process maintenance within daily responsibilities, under the Programme Manager’s guidance related to service providing, coordination with partners and support in overall Programme implementation.

All procurement and recruitment procedures will be conducted in accordance with UNDP rules and regulations.

2. Monitoring and Evaluation Framework

The logical results framework for the Action is presented in Annex. In accordance with the programming policies and procedures outlined in the UNDP’s Results based Management, Monitoring and Evaluation standards, the Action will be regularly monitored through the following:

- **An Annual Progress Report** using a UNDP provided template shall be prepared by the Project Manager and shared with the Steering Committee Members.
- **Advisory Team Meetings** shall be organized at quarterly basis and shall produce briefing notes tracking discussions about key findings of dialogue around programme activities.
- **Final Evaluation:** An external independent evaluation will be organized following the UNDP procedures in the final three months of the project. Programme-related evaluations will be undertaken in accordance with the Financial and Administrative Framework Agreement (FAFA) signed by the European Commission and the United Nations in 2003 or any future update.

Summary of key M&E activities for the Action Support to Antidiscrimination and Gender Equality Policies

Type of activity	Responsible Parties	Time frame
Annual Progress Report	<ul style="list-style-type: none"> ▪ MHMR ▪ UNDP 	Annually
Advisory Team Meetings Briefings	<ul style="list-style-type: none"> ▪ UNDP 	At least quarterly
Final Evaluation /	<ul style="list-style-type: none"> ▪ MHMR ▪ UNDP ▪ External Consultants 	At least three months before the end of implementation

Type of activity	Responsible Parties	Time frame
Back to Office Reports	<ul style="list-style-type: none"> ▪ UNDP and participating stakeholders 	Upon every field mission
EU's ROM Mission	<ul style="list-style-type: none"> ▪ EU 	Upon EUC requests

3. Communication and Visibility

Communication and visibility measures have been defined in accordance with Visibility and Action Plan presented in Annex VI. Specific activities have been attached to specific budget allocations and have been aligned with the Communication and the Joint Visibility Guidelines of the EC-UN Actions in the field.

4: Programme Logical Result Framework

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	
To ensure that fundamental human rights have been protected and promoted in compliance with international standards	Progress made towards meeting accession criteria	EC Progress Report	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
To improve the social and institutional responsiveness towards promotion, protection and enforcement of human rights and equal opportunities, specifically focusing on the implementation of the anti-discrimination and gender equality policies	<p>% of fulfilled objectives of the strategic frameworks regarding anti-discrimination</p> <p>Change of perceptions on benefits and challenges of diversity within society</p>	<p>EC Progress Report</p> <p>Action Plan for Implementation of the Strategy for Accession of Montenegro to EU, Chapter 23, Judiciary and Fundamental Rights and Freedoms</p>	<p>Efficient implementation of the new legislation related to anti-discrimination</p> <p>Established horizontal coordination between relevant ministries</p> <p>Capacities of the Ministry of Human and Minority Rights enhanced</p> <p>Capacities of Ombudsman enhanced</p>
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
Result 1: Anti-discrimination framework is known, understood, and implemented especially towards Roma, LGBTI, Persons with disability, Women and minorities,	Change in attitude of the general public and institutional staff with regard to all aspects of discrimination improved within targeted groups	Periodic KAP surveys and monitoring data for media reporting	Created positive trend within relevant institutions and stakeholders regarding

<p>Result 2: An efficient and effective system for accomplishment of gender equality and women’s empowerment standards is established</p>	<p>Number of discrimination cases processed, number of convictions</p> <p>% of fulfilment of National Action Plan for Gender Equality targeted goals in segments of women’s empowerment in economy, decision making and domestic violence</p>	<p>Official Parliament data and Parliamentarian Committees reports and laws/amendments drafts</p> <p>Ministry of economy data base;</p> <p>Reports by Montenegrin Government to the EU</p> <p>EC Progress Reports</p>	<p>implementation of human-rights commitments.</p> <p>Implementation of recommendations from Progress Reports and AP 23 commitments regarding antidiscrimination</p> <p>Full implementation of the AP 23 measures related to the prison system</p>
<p>ACTIVITIES</p>	<p>MEANS</p>	<p>OVERALL COST</p>	<p>ASSUMPTIONS</p>
<p><u>RESULT 1 related activities</u></p> <ol style="list-style-type: none"> 1. Design two perception surveys re discriminatory patterns/stereotypes of citizens, the influence of media, awareness re legislative and institutional measures for protection from discrimination and their trust in institutions implementing anti-discrimination policies) 2. 3 annual small scale campaigns with regard to anti-discrimination standards and policies; 3. Two analyses of media reporting on discrimination cases 4. Three annual trainings on strategic planning for MHMR staff 5. Knowledge and capacities development needs assessment of key personnel in MHMR conducted at beginning and towards the end of the programme 6. Two thematic training programs on human rights and gender equality 7. ToT for Gender Mainstreaming 8. Development of HR M&E framework with included annual targets and indicators 	<p>This Action will be implemented in direct management, through parallel co-financing modality, through two direct grants to international organizations</p> <p><u>Result 1 related activities</u></p> <p>Means: local consultants and international consultant’s recruitments, assessments, surveys, researched, knowledge products, procurement, training and education workshops, campaigns, policy development etc.</p>	<p>EUR 908.077,22 EUR</p>	<p>Ensured participatory process of all stakeholders in planning and implementation of activities</p>

<p>9. Establishment of M&E NGO coalition</p> <p>10. Development of HR innovative knowledge and awareness raising products with youth groups</p> <p>11. Establishment of a national data base of best practices in HR awareness raising work</p> <p>12. Two training sessions on organizational management and programing</p> <p><u>RESULT 2 related activities</u></p> <p>1. Defined and submitted for Parliamentary discussions Amendments to the Law on Protection from Violence in Family (Goal 1. Strategy on violence in family)</p> <p>2. Conducted independent evaluations of multi-disciplinary team practices and Protocol implementation (Goal 2 Strategy on Violence in Family)</p> <p>3. Define procedures for all institutions in the system of protection from violence in family and application of principle of due attention in accordance with international standards and Istanbul Convention (Goal 2. Strategy on Violence in family)</p> <p>4. Conducted learning needs assessment for civil servants responsible for violence in family cases (Goal 2. Strategy on Violence in family)</p> <p>5. Developed training programs for civil servants included in multi-disciplinary response to violence in family and based on learning needs assessment findings (Goal 2. Strategy on Violence in family)</p> <p>6. Conducted citizens perception surveys on violence in family (one at the beginning of programme second on the end of programing cycle (Goal 3 Strategy on Violence in Family)</p> <p>7. Conducted research on costs of violence in family</p> <p>8. Design educational programme for media on reporting against violence against women and violence in family (Goal 3. Strategy on Violence in family)</p>	<p>Total Activities Budget under Result 1: 107,400.00 Euro</p> <p><u>Result 2 related activities</u></p> <p>Means: local consultants and international consultant’s recruitments, assessments, surveys, researched, knowledge products, procurement, printing; meetings, training and education workshops, campaigns, policy development etc.</p> <p>Total Activities Budget under Result 2: 447,800.00 EURO</p> <p>Project management budget: 298,246.00 EURO</p>		<p>Adoption of all bylaws related to Law on Social and Child Protection</p> <p>Relevant authorities have sufficient staff and adequate budget.</p> <p>All stakeholders jointly work towards full implementation of project outputs and recommendations</p> <p>Active engagement of the Parliamentary Committee for Gender Equality in overseeing the implementation of gender-related policies</p> <p>Strategy for Development of Women’s Entrepreneurship adopted by the Government; Political parties committed to gender equality and interested in capacity development</p>
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<ol style="list-style-type: none"> 9. Two assessments of the legal and institutional gaps restricting effective and efficient institutional protection of victims of violence (one at the beginning and one at the end of the action) (Goal 2. Strategy on Violence in family) 10. Capacity development programs/trainings/study visits for professionals (police, prosecutors, judges, social workers, SOS lines) implementing the Law on Protection from Violence in Family; 11. Independent (NGO) monitoring of the institutional response to violence through case studies 12. Campaigns 13. Advanced trainings for trainers for political parties (to conduct trainings for mixed groups); 14. Trainings on gender equality for women party activists/MPs/local councilors 15. Regional annual conferences in political dynamics as “spiritus movens” for political and transformation driven networking between women 16. Establishing monthly social media (TV and radio) talkative shows on women’s political concerns; 17. Organize advocacy consultations with women’s party forums on development of gender action plans within their own parties; 18. Design co-operating modules with other women’s groups, acting collectively on issues of mutual concern; 19. Advocacy campaign design and implementation around mutual and prioritized concern; 20. Institutionalizing gender equality in political party policies, processes and practices; 21. Establishment of mentorship schemes at national and regional level between women and experienced political figures. 22. Sign Agreement of Cooperation Letter with municipalities Podgorica and Niksic on cooperation re support to enhancement of women’s entrepreneurship; 			<p>Media opened for cooperation and interested to join awareness raising campaigns.</p>
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<p>23. Learning needs assessment of applicants (maximum 100 per municipality)</p> <p>24. Develop tailored training programme for women entrepreneurs (start-ups and existing businesses)</p> <p>25. Mentorship support to women entrepreneurs – mentorship schemes</p> <p>26. Design training programme for participants in mentorship schemes</p> <p>27. Networking with business associations</p> <p>28. Data base development established cooperation with IRF and/or other financial institutions</p> <p>29. Advocacy actions on implementation of goals defined by Strategy on women’s entrepreneurship</p> <p>30. Conference on women’s economic position</p> <p>31. Assessment of local governance mainstreaming for gender equality and women’s entrepreneurship empowerment</p> <p>32. Organize 4 two days trainings for local municipalities</p> <p>33. Organize periodic consultations with media, academia, politicians, entrepreneur’s and HR activists</p> <p>34. Organize annual recognition/acknowledgement of most successful female leaders and institutions/companies/organizations for supporting gender equality</p> <p>35. Design social media communication tools to increase visibility of female role models.</p> <p>36. External Evaluation</p>			
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5: Risk Log


#	Description	Date Identified	Type ⁸	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1.	Government staff capacity is not fully available for programme implementation due to other tasks (other than Antidiscrimination and Gender Programme)	December 2015	Organizational	Medium	This programme is designed with a recognition of this risk. The Action will fully align with national arrangements, and Government staff will be engaged in line with their official functions and TORs, to minimize extra project-related tasks. Where additional support is required, Action-financed personnel will be deployed to work in twinning arrangements with government counterparts. The Action will also stand ready to follow the system and apply it as soon as available. Government/ Development Partner/ EU Delegation for incentive	UNDP MHMR	UNDP		

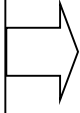
⁸ Organisational, Financial, Operational, Environmental, Strategic, Regulatory, Security, Political, Other

#	Description	Date Identified	Type ⁸	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
2.	Cross-sector coordination and joint programming involving different ministries or agencies remains difficult and challenging for gender mainstreaming effort	Dec 2015	Strategic	Medium	The Action will support design and delivery of Gender Mainstreaming Training for Government representatives as well as NGOs for the purpose of strengthening of the Government and NGO capacities to mainstream, monitor and evaluate against gender results at all levels.	UNDP MHMR			
3.	Limited human capacity of the line ministries gender focal points in applying gender mainstreaming activities within their sectors	Dec 2015	Strategic	Medium	The Action will provide training opportunity for Government Gender Focal Points within ministries for an effective implementation of the commitments.	UNDP MHMR			

#	Description	Date Identified	Type ⁸	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
4.	Public finance management and regulations related to gender equality commitments remain weak, making the perspective for gender equality more difficult.	December 2015	Strategic	Medium	The CCCA's interventions in facilitating dialogues on potential measures and incentives are expected to raise awareness of the government to create a favorable environment for private sector investment in the climate change response.	UNDP MHMR			
5.	The quality of gender trainings provided may not meet participants expectation and do not provide/ transfer sufficient level of knowledge and understanding of women's empowerment concerns and gender mainstreaming	Dec 2015	Organizational	Medium	Trained Trainers conduct at least one seminar with supervision of senior trainers while the negative track record based on evaluation reports of seminars which were undertaken should be basis for reconsideration of engagement in future training sessions.	UNDP MHMR			

6. Staff TORs

 UNITED NATIONS DEVELOPMENT PROGRAMME GENERIC JOB DESCRIPTION	
I. Position Information	
Job Code Title:	Programme Assistant, Social Inclusion Cluster
Pre-classified Grade:	ICS-5
Supervisor:	Team Leader for Social Inclusion Cluster
II. Organizational Context	
<p>Under the overall guidance of the direct supervision of designated supervisor if applicable, the Programme Assistant provides programme support services ensuring high quality, accuracy and consistency of work.</p> <p>The Programme Assistant works in close collaboration with the operations, programme and project staff in the CO and UNDP HQ as required to exchange information and support programme delivery.</p>	
III. Functions / Key Results Expected	
Summary of Key Functions:	
<ul style="list-style-type: none"> <input type="checkbox"/> Support to formulation of programme strategies and the Country Programme Action Plan <input type="checkbox"/> Support to management of the CO programme <input type="checkbox"/> Administrative support to the Programme Unit <input type="checkbox"/> Support to resource mobilization <input type="checkbox"/> Support to knowledge building and knowledge sharing 	
<p>1. Supports formulation of programme strategies and the Country Programme Action Plan focusing on achievement of the following results:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Collection, analysis and presentation of information for identification of areas for support and programme formulation/ implementation. 	
<p>2. Provides effective support to management of the CO programme focusing on the achievement of the following results:</p>	

<ul style="list-style-type: none"> ❑ Creation of projects in Atlas, preparation of budget revisions, revision of project award and project status, determination of unutilized funds, operational and financial closure of a project. ❑ Presentation of information for audit of NEX projects.
<p>3. Provides administrative support to the Programme Unit focusing on achievement of the following results:</p> <ul style="list-style-type: none"> ❑ Preparation of non-PO vouchers for development projects. ❑ Maintenance of the internal expenditures control system including timely corrective actions on unposted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers. ❑ Creation of requisitions in Atlas for development projects, register of goods receipt in Atlas. ❑ Making budget check for requisitions, POs and vouchers. <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p>Preparation of vouchers, requisitions for development projects can be performed either by Programme Associates or by Programme Assistants depending on the set up of the office.</p> <p><i>Voucher creation functions in the offices with Service Centres or Project offices, can be performed either by Service Administrators of Service Centres or Finance Assistants of Project offices.</i></p> </div> 
<p>4. Supports resource mobilization focusing on achievement of the following results:</p> <ul style="list-style-type: none"> ❑ Review of contributions agreement, managing contributions in Atlas.
<p>5. Supports knowledge building and knowledge sharing in the CO focusing on achievement of the following results:</p> <ul style="list-style-type: none"> ❑ Participation in the trainings for the operations/ projects staff on programme. ❑ Contributions to knowledge networks and communities of practice.
<p>IV. Impact of Results</p>
<p>Accurate data entry and financial information have an impact on the quality and implementation of the UNDP programme. A client-oriented and efficient approach impact on the image of UNDP in the country.</p>
<p>V. Competencies and Critical Success Factors</p>

Corporate Competencies:

- ❑ Demonstrates commitment to UNDP’s mission, vision and values.
- ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Knowledge Management and Learning

- ❑ Shares knowledge and experience
- ❑ Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- ❑ Ability to perform a variety of standard tasks related to Results Management, including screening and collecting of programme/ projects documentation, projects data entering, preparation of revisions, filing, provision of information
- ❑ Ability to provide input to business processes re-engineering, implementation of new system, including new IT based systems
- ❑ Good knowledge of Results Management Guide and Toolkit

Leadership and Self-Management

- ❑ Focuses on result for the client and responds positively to feedback
- ❑ Consistently approaches work with energy and a positive, constructive attitude
- ❑ Remains calm, in control and good humored even under pressure

Prince2 training and certification, RMG

VI. Recruitment Qualifications

Education:	Secondary Education preferably with specialized certification in Accounting and Finance. University Degree in Business or Public Administration, Economics, Political Sciences and Social Sciences would be desirable, but it is not a requirement.
Experience:	3 to 5 years of relevant administrative or programme experience is required at the national or international level. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.
Language Requirements:	Fluency in the UN and national language of the duty station.



UNITED NATIONS DEVELOPMENT PROGRAMME

JOB DESCRIPTION

I. Position Information

Post Reference:	MNE/10/001
Job Code Title:	Gender Associate
Position Number:	00049636
Reports to:	Assistant Resident Representative
Classified Grade:	ICS-7 (GS7)

II. Organizational Context

Under the guidance and direct supervision of the Assistant Resident Representative the Gender Associate focuses on developing programmes and interventions that address the most critical issues women in Montenegro are facing, particularly those related to social and economic security and rights issues, linking with the Convention Against All Forms of Discrimination against Women (CEDAW) implementation, political participation, gender based violence and gender in EU integration process. The Gender Associate conducts advocacy activities for these issues and provides support to government counterparts to identify alternative gender policy options and to enhance the policy impact of UNDP interventions. In addition Gender Associate will contribute that gender equality stakeholders have smooth interaction and puts additional strategic effort to bring together civil society representatives and enhance dialogue on gender equality concerns in the country.

The Gender Associate ensures that UNDP programmes integrate gender concerns and sensitivity in their approach to development, develop sufficient capacity in gender analysis and stay abreast of research and policy development. As gender equality is fully incorporated in UNDP’s core corporate services, the Gender Associate plays a strong advocacy role, internally and externally, for promotion of gender equality, empowerment of women and girls, conformity to key international covenants such as CEDAW, and pursuit of Millennium Development Goals with a gender perspective. In addition, she provides technical advice for the Resident Representative, the UN Country Team, and UN Agency theme groups to ensure that gender is effectively mainstreamed in their development work.

The Gender Associate promotes a client-oriented approach consistent with UNDP rules and regulations. She works in close collaboration with the operations, programme and project teams in the CO and UNDP HQs staff for resolving complex programme-related issues and information delivery.

III. Functions / Key Results Expected

Summary of Key Functions:

- ❑ Support to promotion of women’s human rights
- ❑ Support to management of the CO Programme on women human rights
- ❑ Support in creation of strategic partnerships and implementation of the resource mobilization strategy
- ❑ Facilitation of knowledge building and knowledge sharing
- ❑ Facilitation and co-ordination of learning and staff development

3. Advocates for **the promotion of women’s human rights** focusing on achievement of the following results:

- ❑ Strengthening the capacity of national gender equality mechanisms to actively monitor and support government commitments to women’s human rights;
- ❑ Facilitating the implementation of CEDAW towards the realization of gender equality and women’s empowerment;
- ❑ Advocating for policies that will reduce feminized poverty, end violence against women, increase political participation of women and achieve gender equality in democratic governance;
- ❑ Providing strategic advice and guidance to the UNDP Montenegro Programme linking it with CEDAW and MDGs as well as with EU integration process.

2. Provides effective support to **management of the CO programme** focusing on the achievement of the following results:

- ❑ Presentation of thoroughly researched information for formulation of country programme, preparation of project documents’ drafts, work plans, budgets, proposals on implementation arrangements.
- ❑ Follow up on performance indicators/ success criteria, targets and milestones, tracing use of financial resources, preparation of regular narrative and financial reports.
- ❑ Analysis of the situation in programme, identification of operational and financial problems, development of solutions.

3. Provides support in **creation of strategic partnerships and implementation of the resource mobilization strategy** focusing on achievement of the following results:

- ❑ Analyses information on donors, prepares donor’s profile and database, establishes contacts with donor counterparts, and prepares substantive briefs on possible areas of cooperation;
- ❑ Develops partnerships with UN Agencies, government institutions, bi-lateral and multilateral donors, the private sector, and civil society organizations to achieve strategic goals of UNDP, country needs and donor priorities;
- ❑ Supports Government and UNDP in resource mobilization by preparing documentation for donor and consultative meetings.

4. Ensures **facilitation of knowledge building and knowledge sharing** in the Country Office and to the Government counterparts focusing on achievement of the following results:

- ❑ Trains and builds the capacity of Governmental officials, parliamentarian and NGO Leaders on gender issues;
- ❑ Organizes trainings for the operations/programme staff on gender programme;
- ❑ Provides sound contributions to knowledge networks and communities of practice area;
- ❑ Synthesis of lessons learnt and best practices in programme.

5. Advocates, facilitates and co-ordinates **learning and staff development** and promotes a learning culture in the workplace focusing on achievement of the following results:
- ❑ Coaches and supports staff in the development of their Individual Learning Plans;
 - ❑ Spearheads development of the yearly Whole Office Learning Plan based on the Learning Needs Assessment, Individual Learning Plans, corporate requirements and priorities, and staff career aspirations;
 - ❑ Monitors implementation and tracks progress of Whole Office Learning Plan, providing regular reports to senior management and the LRC;
 - ❑ Organizes periodic events for sharing knowledge, and determines agenda of local learning events consistent with country activities and corporate priorities;
 - ❑ Reviews progress on individual learning, and monitors staff participation in Practice networks,
 - ❑ Obtains all agreed learning needs from the RCA process and staff retreats with respect to staff development; reviews and approves Educational Assistance Programme and nominations for staff training.

IV. Impact of Results

The key results have an impact on the overall CO efficiency in programme and success in implementation of programme strategies. Accurate analysis and presentation of information enhances UNDP position as a strong development partner. The information provided facilitates decision making of the management.

V. Competencies and Critical Success Factors

<p>Corporate Competencies:</p> <ul style="list-style-type: none"> ❑ Demonstrates commitment to UNDP’s mission, vision and values. ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability <p>Functional Competencies:</p> <p><i>Knowledge Management and Learning</i></p> <ul style="list-style-type: none"> ❑ Shares knowledge and experience ❑ Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills <p><i>Development and Operational Effectiveness</i></p> <ul style="list-style-type: none"> ❑ Ability to perform a variety of specialized tasks related to Results Management, including support to design, planning and implementation of programme, managing data, reporting. ❑ Ability to provide input to business processes re-engineering, implementation of new system, including new IT based systems ❑ Good knowledge of Results Management Guide and Toolkit <p><i>Leadership and Self-Management</i></p> <ul style="list-style-type: none"> ❑ Focuses on result for the client and responds positively to feedback ❑ Consistently approaches work with energy and a positive, constructive attitude ❑ Remains calm, in control and good humored even under pressure ❑ Demonstrates openness to change and ability to manage complexities <p>Prince2 training and certification, RMG</p>	
<p>VI. Recruitment Qualifications</p>	
<p>Education:</p>	<p>University Degree in Business or Public Administration, Economics, Political or Social Sciences would be desirable, but it is not a requirement.</p>
<p>Experience:</p>	<p>Minimum 7 years of progressively responsible relevant experience is required at the national or international level. Strong analytical and communication skills. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems. Familiarity with the Convention Against All Forms of Discrimination against Women (CEDAW) and other relevant documents and mechanisms for achievement of gender equality, as well as knowledge in gender mainstreaming, and experience in training module development and training implementation would be desirable.</p>
<p>Language Requirements</p>	<p>Fluency in the UN and national language of the duty station.</p>