**Project Title**: Socio-economic empowerment of young women and men through efficient youth services

**Start Date: January 2022** **End Date:** **December 2023**

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| **Brief Description** |
| Bearing in mind the recognized challenges, as well as the need for the more efficient provision of gender-responsive services and programs for youth at the local level, this project aims to foster socio-economic empowerment and development of young women and men through efficient and high-quality youth services and programs. This goal will be achieved by means of building capacity and institutional infrastructure for the implementation of gender-aware and responsive youth policies and programs at the local and national levels, as well as by means of improving the efficiency and coverage of existing and developing new gender-responsive services and programs for youth at the local level.As a result of the project, cross-sectoral and inter-departmental cooperation for the implementation of gender-responsive youth policies and programs at the local and national levels will be improved, together with the efficiency and coverage of gender-responsive services and programs for youth empowerment at the local level.The planned results will be achieved through activities that will create and pilot innovative gender-responsive youth programs, providing equal opportunities for empowerment to girls and boys. Such programs will be implemented through youth services and strengthen the capacity of the services themselves. In order for the mentioned programs to be as efficient as possible and to better respond to the needs of young women and men at the local level, networking and intersectoral cooperation of relevant actors will be strengthened, both at the local and national levels. In addition, areas for greater synergies and policy will be mapped. |

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| Contributing Outcome (UNDAF/CPD, RPD or GPD):*By 2021, the population has improved access to quality, equitable, inclusive and mutually reinforcing systems of health, education, protection and decent work (UNDAF)*Indicative Output(s) with gender marker2: GEN 2 | **Total resources required:** | 287,140.00€ |
| **Total resources allocated:** |  |
| **UNDP:** | 12,000.00 € |
|  |  |
| **MESCS/SYA:** | 140,000.00€ |
|  |  |
| **Unfunded:** | 135,140.00€ |

Agreed by (signatures)

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| **UNDP** | **Ministry of Education, Science, Culture and Sports** |
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| Print Name: | Print Name: |
| Date: | Date: |

# Development Challenge

The youth made up 19.07% of the total population of Montenegro in 2019 (622,028). According to the Report of the Western Balkans Youth Laboratory (WBYL)[[1]](#footnote-2), there are almost 14,500 fewer young people in Montenegro, which indicates a decrease of 10.73% compared to 2010–2019, followed by a decline of nearly 2.5% of the share of youth in the total population in the last 10 years. Based on a number of studies exploring the reasons behind this trend, some of the most common challenges faced by youth in Montenegro are unemployment, hate speech, patriarchal values, low trust in institutions, and lack of participation.

When it comes to their personal development and active contribution to the development of society, young people in Montenegro face various challenges

**Youth unemployment** is not only an economic but also a deeply social issue with broad negative effects. Young people with a history of unemployment face fewer career chances, lower wages, poorer prospects for better jobs and, ultimately, lower pensions. Unemployed young people feel socially excluded and have low self-esteem, which is why they are reported as a particularly vulnerable group in different sectoral policies. According to the Statistical Office of Montenegro (Monstat) data, the unemployment rate among young people aged 15 to 24 years stood at 25.2% in 2019, only to increase to 36% in 2020, and even to 47.1% in the first quarter of 2021. According to Monstat, the share of young people aged 15–29 years who are not in employment, education or training (NEET) for 2020 is 26.6%, which indicates an increase compared to the year 2019 when the percentage stood at 21.3%. Statistics further show that young people have been significantly affected by the economic consequences of the coronavirus pandemic since, in 2021, the percentage of employed young persons was 41.8% lower compared to 2020. In addition to this, December 2020 data from the National Employment Service of Montenegro (NES) indicate that persons with higher education had the largest share in the total number of unemployed young persons under 35 years of age (41.1%). They are followed by persons with secondary education (40.5%), while unskilled or semi-skilled persons make up 18.4% of unemployed youth, which indicates that a higher level of education does not necessarily result in greater employment opportunities.

The 2021 EC progress report states that the youth remains one of the vulnerable groups regarding employment and that it is necessary to implement effective employment measures specifically focused on this group. On July 8, 2021, Montenegro adopted the Western Balkans Declaration on Ensuring the Sustainable Integration of Young People into the Labor Market and committed itself to undertake concrete steps to implement the Youth Guarantee Scheme.[[2]](#footnote-3) One of the items of the Declaration also refers to the need to emphasize the key role of preparatory actions to support sustainable labor market integration, such as profiling and screening tools for adapting individualized action plans; appropriate counseling, guidance, and mentoring; validation and recognition of informally acquired competencies and skills; and preparing NEET youth through training and retraining where assessed appropriate, targeting mainly digital, green, linguistic, entrepreneurial, and career-management skills.[[3]](#footnote-4)

**Education.** As regards formal education, PISA results suggest that the quality of education and learning outcomes needs to be improved. Students in Montenegro have below-average achievements in reading, math and science – 15-year-olds lag behind their peers from OECD countries by almost two academic years. The World Bank’s Human Capital Index shows that a child born in Montenegro will reach only 62% of its potential productivity due to insufficient quality of education and health care. An important driver and reflection of injustice is the practice of referring students to general or vocational secondary education based on their academic achievements, where 67% of secondary school students attend vocational education, and approximately 55% of them do not know how to read well. Socially disadvantaged students are 2.2 times more likely to attend vocational education compared to privileged students. Students in a socio-economically privileged position and girls have better achievement than boys and disadvantaged students. Through the concept of dual education, in which practical teaching is important, children get acquainted with the real work environment as well. During the school year 2020/2021, 790 pupils are a part of this concept of education, of which 237 or 30% are female. In 2020, the undergraduated studies were completed by 61.3% (1,185) of female students and 38.7% (749) of male students. Master studies were completed by 64.5% (151) female and 35.5% (83) male students.

The problem of mismatch between education and the labor market remains relevant.

**Values ​​and narratives.** Montenegrin society remains deeply patriarchal, despite its striving for modern-day values. Patriarchal norms such as those relating to gender roles and stereotypes, as well as the non-acceptance of LGBTIQ persons, present an obstacle to equality and respect for diversity. It is particularly noticeable that young people express conservative views toward gender equality, LGBTIQ and ethnic groups. Only 14% of young persons[[4]](#footnote-5) disagree with the statement that a man should be the breadwinner of the family while the woman should be the primary carer in the family. At the same time, 49.7% of young persons believe that gender roles should be divided in such a way that women remain primarily committed to the household. Although the Constitution, national legislation and internal regulations guarantee all social, economic and political rights to women, progress towards gender equality is slow. The reason for this is to be found in traditional gender stereotypes, which lead to poor policy implementation and a lack of financial support to competent authorities. A UNDP survey conducted in 2021[[5]](#footnote-6) shows that approximately 60% of citizens believe that for the benefit of children, it is more desirable for a man to work and for a woman to dedicate herself to her family. The 2019 Gender Equality Index[[6]](#footnote-7) indicates that women in Montenegro are the least equal when it comes to the dimension of power, followed by the dimensions of time, knowledge, money, and work. If one observes the individual indicators that make up the domain of power and its subdomains (political, economic, and social power), it becomes evident that gender inequality persists and greatly affects young people in Montenegro. More than half of the respondents expressed a negative attitude towards LGBTIQ people. The survey showed that almost one-third of young persons do not believe that it is good to have different religions, cultures and races in the country, while 40% of respondents believe that Montenegro should be constitutionally defined as a national state of exclusively Montenegrin people. Research findings that show that young persons do not trust people of different political persuasions also contribute to said data, indicating a significant line of division. Recent research titled Youth’s Perceptions of Peace in the Balkans[[7]](#footnote-8) found that after organized crime and corruption, hate speech is one of the most serious causes for concern in young persons in the region, especially young women. Hate speech was the most commonly reported form of violence or discrimination, significantly more than any other type of violence, Montenegro being the country with the highest percentage of young people reporting hate speech (18.3% of men and 17.8% of women). Hate speech predominantly affects young persons aged 18–24 years. An alarmingly large number of young people in Montenegro (42% of respondents) believe that hatred should be allowed. About 9% of young people reported discrimination on the basis of ethnicity, while as many as 12% claimed they had been discriminated against on the basis of their political affiliation.

**Participation and trust in institutions.** Young people feel that they lack enough space and opportunities for engagement; they are afraid to voice their concerns; they do not perceive their participation as meaningful or that their vote is taken into account, while most of them wish to contribute through their participation. At the same time, the findings of an FES[[8]](#footnote-9) survey on youth suggest that volunteer engagement and participation in socially-engaging youth activities are virtually non-existent elements of leisure activities – only 19.7% of youth had volunteered in the year preceding the survey. As many as 57% of young respondents in Montenegro report that there are no politicians they trust, 48.6% of them are of the opinion that politicians do not speak to them, while 55% of respondents agree that human rights and individual freedoms are not respected in Montenegro.[[9]](#footnote-10) The survey shows that men have a lower level of trust in institutions and the electoral process than women. In addition, men are more pessimistic when asked about their predictions pertaining to the future in Montenegro.

**Brain drain.** The youth made up 19.07% of the total population of Montenegro in 2019 (622,028). According to the Report of the Western Balkans Youth Laboratory (WBYL)[[10]](#footnote-11), there are almost 14,500 fewer young people in Montenegro, which indicates a decrease of 10.73% compared to 2010–2019, followed by a decline of nearly 2.5% of the share of young people in the total population in the last 10 years. In addition, the coronavirus pandemic has increased the desire for emigration among youth in Montenegro. Before the pandemic, youth in Montenegro was least motivated to emigrate compared to other countries in the Western Balkans (26%)[[11]](#footnote-12). However, a recent British Council survey on the impact of the pandemic on young persons in Montenegro shows that one-fifth of youth (20%) would like to leave the country and study abroad as soon as the coronavirus pandemic ends, while as many as 34% would like to work abroad.[[12]](#footnote-13) In addition to this, a Westminster Foundation youth perception and attitudes suggest that Montenegro’s accession to the EU will not solve, but rather further aggravate this problem, especially in terms of the so-called brain drain – the emigration of a young, educated and highly skilled workforce from the country. Only 29.7% of young respondents claim that they have never thought about leaving the country. At the same time, 36.2% of them pointed out that they occasionally think about leaving, while 20.2% think about it often, but they have not done anything about it yet. One in seven young respondents is already seriously preparing to take that step.[[13]](#footnote-14) The main reasons for emigration are as follows: the high unemployment rate among young people, the difference in wages, the mismatch in relation to professional qualifications, and lack of trust in institutions.

Recent consultations with key stakeholders in the field of youth policy have shown that it is necessary to engage in work on career counseling and youth employment programs, especially having in mind particularly vulnerable groups of young people, as well as contemporary labor market trends and necessary skills. In this sense, the quality of formal and non-formal education was assessed as extremely important. Regarding non-formal education, it was highlighted that it is necessary to provide young people with quality programs enabling them to develop their skills and attitudes outside the formal school system. In this regard, youth work and youth services – the quality and coverage of which need to be improved – have been recognized as relevant. Cross-sectoral cooperation, not only in planning and monitoring of youth policy but also in its implementation, was also underscored as very important. Consultations with youth carried out within the Dialogue for the Future[[14]](#footnote-15) project also indicate that the main issues young persons are preoccupied with are – the quality of education and access to the labor market. In that sense, they emphasized the importance of support in terms of career guidance. They emphasized the importance of having opportunities to acquire skills and knowledge through practice and recognized the particular relevance of metacognitive skills. Young persons are also worried about the emigration of young people and suggested urgent interventions in that regard, not only preventive ones but also interventions that foster cooperation and support for innovative projects that can contribute to the development of the country and improve the situation of youth in Montenegro. Young people are concerned about the pronounced polarization of public discourse and the prevalence of identity and religious issues. They believe that institutions fail to communicate their agendas and services to citizens in a quality manner. They specifically referred to the youth services, recognizing the importance of strengthening their capacities and of their digitalization.

There is a need for particular consideration of specific needs of young women and men in all areas of concern. This specifically applies to empowerment of young women and their activation in labor market, considering the evident disproportion between the percentage of women with higher education degree and their participation in labor market. Namely, women are better educated part of society and yet they make up the majority of employed.

Recognizing the numerous problems young people face, the Government of Montenegro has recently made additional efforts to provide a solid strategic and normative framework for youth policy through a cross-sectoral approach. At the national level, 2021 marks the last year of implementation of the Youth Strategy 2017–2021,and the Law on Youth. During 2020, all municipalities in Montenegro adopted local youth action plans. Regarding financing activities for youth, most of them are financed through action plans that follow the national Youth Strategy, through public competitions of the Ministry in charge of project financing.

In order to improve the work with youth at the local level, based on the Law on Youth, a total of 11 youth services (youth clubs and youth centers) were established in 11 municipalities: Mojkovac, Plav, Petnjica, Danilovgrad, Niksic, Savnik, Podgorica, Cetinje, Bar, Kotor and Pljevlja, while Podgorica has already had youth center. The competent ministry provides the spatial and technical resources for the functioning of the youth services, as well as the staff., The Sports and Youth Administration plans to support the establishment of new youth services in 2022, as well as to adapt existing services to accommodate people with disabilities. However, in practice so far, there has been a discontinuity in the availability of staff, as well as an inadequately resolved issue of program implementation within the services themselves, for which there is no regulated funding nor quality, coverage, and efficiency assurance. Therefore, it is necessary to strengthen the capacity and coverage of local youth services to improve the implementation of programs relevant to youth development at the local level.

In order to successfully continue youth policy implementation at the national and local levels, further improvement of cross-sectoral cooperation and coordination is needed primarily to synchronize efforts to strengthen the position of youth in Montenegro. This includes coordination of activities at both national and local levels, improving indicator-based reporting practices and enhancing the capacity of institutions dealing with youth and youth services, including capacities for gender mainstreaming with the aim to create and implement gender aware and responsive policies and services.. The abovementioned WBYL report also suggests that it is necessary to ensure sustainable and continuous funding of youth policy at the national and local levels through investments in human resources and assets and in long-term projects and programs implemented by youth and for the youth. Further strengthening of institutional and individual capacities for monitoring the implementation of youth policy at the national and local levels is needed. This includes setting of gender responsive indicators and collection of sex disaggregated data. There is also a need to generate new forms of NGO activities in order to increase the number of young persons involved in the development and implementation of these programs, while organizations should strive to include young persons who are not otherwise involved in similar activities, ensuring the equal participation of both young women and men.

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# Strategy

Bearing in mind the recognized challenges, as well as the need for the more efficient provision of gender responsive services and programs for youth at the local level, this project aims to foster **socio-economic empowerment and development of young women and men through efficient and high-quality youth services and programs.** This goal will be achieved by means of building capacity and institutional infrastructure for the implementation of youth policies and programs at the local and national levels, as well as by means of improving the efficiency and coverage of existing and developing new services and programs for youth at the local level. Designed programmes will include digital solutions for youth information, engagement and participation, leveraging on the new technologies potentials, but also taking into account huge shift to digital solutions due to pandemics impact.

As a result of the project, cross-sectoral and inter-departmental cooperation for the implementation of youth policies and programs at the local and national levels will be improved, together with the efficiency and coverage of services and programs for youth empowerment at the local level, providing equal opportunities for empowerment to girls and boys.

The planned results will be achieved through activities that will create and pilot innovative, gender-responsive youth programs, providing equal opportunities for empowerment to girls and boys. Such programs will be implemented through youth services and strengthen the capacity of the services themselves. In order for the mentioned programs to be as efficient as possible and to better respond to the needs of young women and men at the local level, networking and intersectoral cooperation of relevant actors will be strengthened, both at the local and national levels. In addition, areas for greater synergies and policy will be mapped. The principles of gender equality and empowerment of women will be integrated in all of the project activities.

Thus, the theory of change includes the following elements:

*If* cross-sectoral communication and cooperation in the planning and implementation of youth policy at the local and national levels *are improved*, the institutional infrastructure for the implementation of youth policies and programs at the local and national levels *will be strengthened*.

*If* institutional infrastructure and cross-sectoral cooperation *are strengthened*, and the capacity, coverage, gender-responsiveness and efficiency of youth services and programs *are improved*, socio-economic inclusion and youth development *will be improved*, providing equal opportunities for empowerment to young women and men.

# Results and Partnerships

***Expected Results***

Bearing in mind the recognized challenges as well as the need for the more efficient provision of services and programs for young people at the local level, this project aims at socio-economic empowerment and development of young women and men through efficient and high-quality youth services and programs. This goal will be achieved through strengthening the capacity and institutional infrastructure for the implementation of gender responsive youth policies and programs at the local and national levels as well as through improving the efficiency and coverage of existing and developing new services and youth programs at the local level, providing equal opportunities for empowerment to young women and men..

As a result of the project, cross-sectoral and inter-departmental cooperation for the implementation of gender-responsive youth policies and programs at the local and national level will be improved, as well as the efficiency and coverage of services and programs for youth empowerment at the local level.

The planned outputs will be achieved through activities that will create and pilot innovative gender resposnive and gender-aware programs for young people that will be implemented through youth services, providing equal opportunities for empowerment to girls and boys, thus strengthening the services' capacity. In order for the mentioned programs to be as efficient as possible and to better respond to the needs of girls and boys at the local level, networking and cross-sectoral cooperation of relevant actors will be strengthened, both at the local and national levels, including mapping opportunities for greater synergies and accelerating progress in the domain of youth policy.

In that sense, the planned outputs will be achieved through the following activities.

*Result 1 Improved cross-sectoral and inter-departmental cooperation for the implementation of youth policies and programs at the local and national levels*

**A1.1. Accelerating progress in the field of youth policy by ensuring coherence and synergy in the actions of all actors in relation to the strategic vision, using the sense-making protocol, by means of organizing a workshop**

In order to accelerate progress in the field of youth policy and youth development, as well as to identify strategic areas where the most acceleration and investment are needed, innovative methodologies such as the so-called *sense-making* will be used as it enables the identification of space and opportunities for coherence in the implementation of the strategic vision, taking into account all existing levels of action, actors, partners, resources and directions of action. This would also encourage the synergetic effect and action of all stakeholders and resources at the national and local levels, with the aim of achieving a strategic vision in the field of youth policy, as well as with other state policies and programs that enable human development and development of human resources – particularly youth. Gender equality principles will be integrated in these activity's approach and content in order to contribute to creation of enabling environment for development of gender responsive policies and services. The equal participation of women and men will be promoted.

**A 1.2. Strengthening cross-sectoral and inter-departmental communication and cooperation in the planning and implementation of youth policy at the local and national levels through the implementation of trainings, workshops, and expert meetings**

In order to improve intersectoral and interdepartmental cooperation in creating, implementing and monitoring gender aware and responsive youth policy, programs and services at the national and local levels, the following activities will be undertaken: trainings, workshops and thematic/expert meetings, with the aim of strengthening capacities for communication, cooperation and joint action in terms of planning, implementation and monitoring of youth policy, services and programs. Also, special focus will be put on support to networking and joint action of local actors in the planning, implementing and monitoring of services, programs and policies for youth at the local level in order to jointly offer comprehensive services and programs to young people. This activity will be realized through the implementation of a two-day workshop with relevant actors in the field of youth policy, ensuring the equal participation of women and men.

*Result 2 Improved efficiency and coverage of gender-responsive services and programs for the empowerment of young girls and boys at the local level*

**A 2.1. Design of innovative and gender-responsive programs for the empowerment of girls and boys at the local level through participatory workshops**

Through this activity, there will be work on the participatory design of innovative, **gender-responsive**youth empowerment programs at the local level, based on the challenges that young women and men face and their specific development-related needs. Methodologies that enable innovative solutions designed to suit young people will be used in collaboration with youth. Thus, the equal participation of young women and men will be promoted. Administrators of youth services will be fully involved in the implementation of activities so that their capacities for the participatory creation of programs with young people can be strengthened. Also, through this activity, the capacities for networking of youth services with other stakeholders at the local level will be strengthened in order to coordinate and cooperate in the implementation of gender resposnive youth programs.

**A 2.2. Piloting innovative programs to empower girls and boys locally**

The solutions designed through the previous activity will be piloted and evaluated. A plan for their application at scale will be created. In addition to the solutions that will be implemented in person, the focus will be on digital solutions which aim to inform young women and men about existing opportunities, youth service programs and relevant institutions, as well as on participation of young women and men in decision-making and their communication with youth services, relevant institutions, and decision-makers. Along with other solutions, this will also be designed through a fully participatory manner, with young people. The themes of the designed solutions will arise from the participatory process with youth and will certainly include the themes of youth migration, both internal and external, as well as the empowerment of girls and boys in terms of gender equality. Particular work will be done to include young people from vulnerable groups, such as girls, youth affected by poverty, youth from rural areas, youth with disabilities, etc. Piloting of the program will be realized in a way that ensures the involvement and strengthening of the capacities of the youth administrators themselves in order to strengthen their capacities for the implementation of the program with and for young people.

**A 2.3. Informing young women and men and other relevant stakeholders about the programs and activities of youth services through a communication campaign**

The implementation of the activities will be accompanied by a communication campaign, which will aim to inform young women and men about the programs, their participation in them, promotion of results, but also to advocate for the needs and ideas of young women and men.

***Resources Required to Achieve the Expected Results***

As regards human resources, UNDP will asign project coordinator who will be in charge of the project, while the project manager will provide general oversee and quality assurance. TUNDP will also contribute through engagement of human resources in relation to financial and administrative matters. UNDP will also provide part of financial contribution of 12,000.00 € to cover human reosurces costs as well as direct project costs.

The Ministry of Education, Science, Culture and Sports and the Sports and Youth Administration will provide a a focal point for the project implementation, as well as financial co-sharing in the amount of 140,000.00€.

The fact that youth services have already been established in 11 municipalities and that they have certain spatial, technical and human resources at their disposal is a good starting point and a basic resource for the achievement of the planned outputs. This also provides a solid basis for further development of said services.

Furthermore, the Ministry of Education, Science, Culture and Sports and the Sports and Youth Administration already cooperate with a large number of local, national, and international partners in relation to youth policy and youth work.

UNDP also cooperates with a large number of NGOs, local governments, national institutions, other local services, and institutions.

These two networks will greatly enable the mobilization of partner networks and the most efficient and synchronized action.

Youth organizations are one of the key stakeholders with which they will cooperate, meaning that local youth organizations, as well as national ones that operate at the local level, will be implementing partners.

In addition to human resources, existing local infrastructure and networks of stakeholders, financial resources need to be provided to achieve the planned results. The project envisages the allocation of part of the financial resources needed for the successful implementation of the planned activities, while the project implementing parties will work together to secure the missing funds.

Possibilities for securing the missing funds will be explored through joint action of project lead implementing parties, through financial instruments available to the Ministry and the Administration, cooperation with international partners, as well as with the private sector. Given the importance and potential scope of the project, there are ample opportunities for establishing partnerships and using existing mechanisms for further resource mobilization.

***Partnerships***

The Ministry of Education, Science, Culture and Sports and the Sports and Youth Administration already cooperate with a large number of local, national, and international partners in relation to youth policy and youth work.

UNDP also cooperates with a large number of NGOs, local governments, national institutions, other local services, and institutions.

It is of particular importance to ensure cooperation with youth NGOs and organizations working with youth.

Also, coordination with international (Regional Cooperation Council, OSCE, EU Delegation, UN agencies) and other partners that implement activities aimed at youth development at the local and national levels is very important in order to ensure a synergistic impact.

***Risks and Assumptions***

The risk associated with project implementation includes a possible discontinuity in ensuring local youth services' functioning, which has proved to be a challenge.

As for the assumptions, they are as follows:

* availability of the existing network of youth services
* availability of financial, human, and infrastructural capacities
* readiness of all stakeholders to act together in the field of youth and youth policy development

***Stakeholder Engagement***

The project implementing parties shall be UNDP, the Ministry of Education, Science, Culture and Sports and the Sports and Youth Administration.

Institutions responsible for creating and implementing youth policy – the Ministry of Education, Science, Culture and Sports and the Sports and Youth Administration – are the main implementing parties in this project.

Under the authority of the two institutions, local youth services will be important actors in planning and implementing activities at the local level.

On the other hand, UNDP has been cooperating for many years with institutions responsible for youth policy and has been supporting democratic and economic development at the local level, establishment and improvement of local services for citizens, participation of citizens, socio-economic inclusion of various groups of citizens, including youth. Currently, UNDP is implementing programs that contribute to employment, socio-economic inclusion and youth empowerment, enhancing cooperation between local governments and NGOs, gender equality, participation, social cohesion, and hate speech prevention.

As regards the project, target groups of the activities of strengthening inter-sectoral and inter-departmental cooperation will involve relevant state institutions that carry out activities of importance to youth representatives of local institutions, NGOs, as well as relevant international partners.

Activities related to the coverage and efficiency of youth services will involve youth from local communities, taking into account equal opportunities for the inclusion of girls and boys, youth people from rural areas, youth affected by poverty, and youth with disabilities.

***Efficiency and effectiveness***

The efficiency and effectiveness of the project will be achieved using the existing capacities of leading implementing parties, both at the local and national levels, primarily in partnership with youth organizations and associations, local self-governments and other institutions at the local and national levels. In addition to this, experience and expertise in the field of youth policy, as well as expertise in the areas of gender equality, human rights, and social inclusion, will contribute to the achievement of project results. Utilizing its internal capacities, UNDP will offer thematic/expert workshops on the application of gender equality and a human rights-based approach in youth policy.

Coordination and complementary effects of this project with other ongoing projects and activities of stakeholders will further enhance its efficiency, while partnerships and coordination with other international organizations working in this field will provide added value. In addition to this, project activities will be harmonized with the upcoming relevant processes, such as the development of the Youth Strategy, the Law on Youth, the development of local youth strategies, and the like. Project activities will be informed, among other things, by the results of research and analyses conducted through other projects of implementing parties and other relevant stakeholders.

**Digital Solutions**[[15]](#footnote-16)

The project will support design of digital solutions for youth participation and information. The digital solution will be designed through a participatory approach involving youth as main design drivers. Also, the communication and outreach activities will involve digital tools, as well as social media platforms.

***Knowledge***

The project activities will result in products such as human-stories, informational materials for youth and other youth policy stakeholders. The products will be shared and disseminated among the main stakeholders as well as wider public.

***Sustainability***

Bearing in mind that the project is focused on strengthening the capacity of local youth services and other stakeholders in the field of youth policy at the local and national levels, sustainability is beyond any question since project activities contribute to the long-term quality and efficiency of said structures. Also, activities related to strengthening cross-sectoral and inter-departmental cooperation contribute to sustainability in terms of joint planning, implementation, and monitoring of gender aware and responsive youth policy. This will ensure the development of sustainable solutions based on the mobilization of the capacities of all relevant stakeholders and the creation of a joint response to the challenges that young women and men face. The goal of the development of innovative programs for youth also is to implement pilot solutions that will be further implemented at scale in the future. Considering that the project will advocate for and integrate gender equality principles in all its activities, while ensuring equal participation and empowerment of young women and men, it will contribute to achievement of gender equality in Montenegro.

# Project Management

In addition to the activities to be implemented at the national level (Output 1), project activities will be implemented in cooperation with youth services and involve youth in at least eleven municipalities. Project activities will be coordinated with other UNDP projects that contribute to youth empowerment, gender equality, work activation, etc., through regular coordination meetings and consultations during the development and implementation of action plans.

#  PROJECT GOVERNANCE

The implementation of the project will be monitored by the Project Steering Committee, composed of representatives of the UNDP, the Ministry of Education, Science, Culture, and Sports and the Sports and Youth Administration.

The implementation of the project will be coordinated by UNDP, in cooperation with the appointed focal points from the Ministry of Education, Science, Culture and Sports and the Sports and Youth Administration.

The Steering Committee will meet at least once and at most twice a year.

**UNDP Project team**

**Project Steering Committee**

**Organizational structure**

**MESCS/SYA Focal points**

**UNDP**

**MESCS/SYA**

# Results Framework

| **Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:** *By 2021, the population has improved access to quality, equitable, inclusive and mutually reinforcing systems of health, education, protection and decent work* |
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| **Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:****Output 3.2.** Vulnerable populations (elderly, women, Roma) benefiting from new standardized local level social services **Indicator 3.2.1:** Number of people served**Baseline** **(2015):** 900 **Target (2020):** 2,100; male, 850; female, 1,250 |
| **Applicable Output(s) from the UNDP Strategic Plan:** *1.1.2 Marginalised groups, particularly the poor, women, people with disability and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs* |
| **Project title and Atlas Project Number:** Socio-economic empowerment of young women and men through efficient youth services |
| **EXPECTED OUTPUTS** | **OUTPUT INDICATORS** | **DATA SOURCE** | **BASELINE** | TARGETS | DATA COLLECTION METHODS |
| **Value** | **Year** | **Year1** | **Year2** | **Year3** | **Year4** | TOTAL |
| **Output** Socio-economic empowerment of young women and men through efficient youth services  | 1.1 Number of institutions/stakeholders involved in activities aimed at achieving coherence and maximizing results in the field of youth policy |  | 0 | 2021 | 20 |  |  |  | 20 | *Project implementation reports,* *MESCS, SYA reports* |
| 1.2 Number of institutions/stakeholders involved in capacity-building activities related to cross-sectoral and inter-departmental cooperation  |  | 0 | 2021 | 20 |  |  |  | 20 | *Project implementation reports,* *MESCS, SYA reports* |
| 1.3 Number of institutions/stakeholders involved in thematic workshops on applying gender equality and human rights principles in youth policy. |  | 0 | 2021 | 10 |  |  |  | 10 | *Project implementation reports,*  |
|  | 1.4 Percentage of women to participate in capacity building activities  |  | 0 | 2021 | At least 40% |  |  |  |  | *Project implementation reports,*  |
|  | 1.5 Number of youth services involved in the design of innovative programs for the empowerment of girls and boys |  | 0 | *2021* | 11 | 5 |  |  | 16 | *Project implementation reports,* *youth services reports,* *MESCS, SYA reports* |
| 1.6 Number of girls and boys directly involved in the design of innovative programs |  | 0 | *2021* | 150 | 50 |  |  | 200 | *Project implementation reports,* *youth services reports,* *MESCS, SYA reports* |
| 1.7 Number of innovative programs implemented by youth services |  |  0 | *2021* | 6 | 5 |  |  | 11 | *Project implementation reports,* *youth services reports,* *MESCS, SYA reports* |
|  |
| 1.8 Number of girls and boys reached by youth service programs |  | 0 | *2021* | 500(250 girls, 250 boys) | 500(250 girls, 250 boys) |  |  | 1000(500 girls, 500 boys) | *Project implementation reports,* *youth services reports,* *MESCS, SYA reports* |
|  | 1.9 Number of girls and boys reached by the campaign to promote youth services  |  | 0 | *2021* | 500(250 girls, 250 boys) | 500(250 girls, 250 boys) |  |  | 1000(500 girls, 500 boys) | *Project implementation reports,* *youth services reports,* *MESCS, SYA reports* |

# Monitoring

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity** | **Purpose** | **Frequency** | **Expected Action** |
| **Track results progress** | Progress data will be collected and analyzed against result indicators in order to assess the project’s progress in achieving planned results. | Annually | The issue of progress that is slower than expected will be addressed by project management. |
| **Monitor and Manage Risk** | To identify specific risks that may jeopardize the achievement of planned results. To identify and monitor risk management actions in line with UNDP’s social and environmental standards. | Biannually | Risks have been identified by project management, and appropriate actions have been taken. Risk recording is actively carried out in order to monitor the identified risks and actions taken. |
| **Learn**  | Knowledge, good practices and lessons learned will be collected on a regular basis; knowledge from other partners and projects will also be used. | Annually | The project team collects relevant knowledge and uses it to make decisions related to the project. |
| **Annual Project Quality Assurance** | The quality of the project will be assessed against UNDP quality standards in order to identify the strengths and weaknesses of the project, on the basis of which decisions will be made regarding the improvement of the project. | Annually | The project will be assessed in relation to its strengths and weaknesses, based on which the project management will make relevant decisions to improve it. |
| **Review and Make Course Corrections** | Internal review of monitoring data. | Annually | The Project Steering Committee will discuss data on performance, risks, lessons and quality, and use them to provide suggestions for improvement. |
| **Project Report** | A progress report will be presented to the Project Steering Committee, consisting of progress data indicating the results achieved against the pre-defined annual targets at the result level. | Annually, and at the end of the project |  |
| **Project Review (Project Board)** | The Project Steering Committee will regularly review the progress of the project in order to assess the impact of the project and gain insight into the implementation of the action plan. | At least annually | Potential challenges related to ensuring the quality or dynamics of the project will be considered by the Project Steering Committee, and activities will be agreed upon to overcome said challenges. |

# Action Plan & Budget

|  |  |  |  |
| --- | --- | --- | --- |
| **EXPECTED OUTPUTS** |  | **PLANNED ACTIVITIES** | **BUDGET**  |
| Total cost | Funded | The source of funds for funded budget | Unfunded  |
| **Output** Socio-economic empowerment of young women and men through efficient youth services | Result 1 Improved cross-sectoral and inter-departmental cooperation for the implementation of youth policies and programs at the local and national levelsResult 2 Improved efficiency and coverage of gender-responsive services and programs for the empowerment of young girls and boys at the local level |  1.1 Accelerating progress in the field of youth policy by ensuring coherence and synergy in the actions of all actors in relation to the strategic vision, using the sense-making protocol (training) | 7,840.00 € | 7,840.00 € | MESCS/SYA | / |
| 1.2. Strengthening cross-sectoral and inter-departmental communication and cooperation in the planning and implementation of youth policy at the local and national levels, through the implementation of trainings, workshops, and expert meetings | 25,000.00€ | 5,660.00 € | MESCS/SYA | 19,340.00 € |
| 2.1. Design of innovative programs for the empowerment of girls and boys at the local level through participatory workshops | 4,300.00 € | 4,300.00 € | MESCS/SYA | / |
| 2.2 Piloting innovative programs to empower girls and boys locally | 200,000.00 € | 112,000.00 € | MESCS/SYA | 88,000.00 € |
| 2.3. Informing young people and other relevant stakeholders about the programs and activities of youth services through a communication campaign | 15,000.00 € | 6,000.00 € | MESCS/SYA | 9,000.00 € |
| 2.4 Project management – coordination and administration costs | 35,000.00€ | 16,200.00 € | UNDP/MESCS/SYA | 18,800.00€ |
| **TOTAL**  |  |  | **287,140.00€** | **152,000.00 €** |  | **135,140.00€** |
| MESCS/SYA Contribution |  |  |  | 140,000.00€ |  |  |
| UNDP Contribution |  |  |  | 12,000.00€ |  |  |

#

# VIII Multi-Year Work Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **Planned Budget by Year** | **RESPONSIBLE PARTY** | **PLANNED BUDGET** |
| Y1 | Y2 | Y3 | Y4 | Funding Source | Budget Description | Amount EUR2022 | Amount EUR2023 |
| **Output**  | * 1. Sense making

Accelerating progress in the field of youth policy by ensuring coherence and synergy in the actions of all actors in relation to the strategic vision, using the sense-making protocol (training) | X |  |  |  |  UNDP | 30071 | 75700 training, workshops and conferences | 4,000Eur |  |
| 30071 | 71200-International Consultant | 2,500 Eur |  |
| 30071 | 74200 Audio/visual and print prod.costs | 1,340 Eur |  |
| Socio-economic empowerment of young women and men through efficient youth services | * 1. Cross - sectoral cooperation

Strengthening cross-sectoral and inter-departmental communication and cooperation in the planning and implementation of youth policy at the local and national levels, through the implementation of trainings, workshops, and expert meetings  | X  |  |  |  |  UNDP | 30071 | 75700 training, workshops and conferences | 4,000 Eur |  |
|   | X X  |  |  |  |    | 30071 | 71300 Local Consultants | 1,400 Eur |  |
|   | 30071 | 74200 Audio/visual and print prod.costs | 260 Eur |  |
| 2.1 Design of programmesDesign of innovative programs for the empowerment of girls and boys at the local level through participatory workshops | XXX | XXX |  |  |  | 30071 | 71300 Local consultants | 1,380 Eur | 920 Eur |
| 30071 | 75700- training, workshops and conferences | 1,068 Eur | 712 Eur |
| 30071 | 74200 Audio/visual and print prod.costs | 132 Eur | 88 Eur |
|  | 2.2 Piloting programmesPiloting innovative programs to empower girls and boys locally | XX | XX |  |  |  | 30071 | 72600 Grants to institutions and other beneficiaries | 48,000 Eur | 32,000Eur |
| 30071 | 72100 Contractual Services-Companies | 19,200 Eur | 12,800 Eur |
|   | 2.3 CampaignsInforming young people and other relevant stakeholders about the programs and activities of youth services through a communication campaign |  X | X |  |  | UNDP | 30071 | 72100 Contractual Services-Companies | 3,600 Eur | 2,400 Eur |
|   | Project managementProject management – coordination and administration costs | X | XX |  |   |  UNDP | 04000 | 71400 Contractual Services-Individ | 6,400 Eur | 4,000 Eur |
|   | XX | 04000 | 73400 Rental & Maint of Other Equipment, supplies | 800 Eur | 800 Eur |
| 30071 | 74000 Miscellaneous | 126 Eur |  |
|   |  | **Sub-Total for Output 1** | 94,206 Eur | 53,720 Eur |
| **General Management Support** |  | 3% | X | X |  |   |   | 30071 | 75100 | 2,607 Eur | 1,467 Eur |
| **TOTAL** |  |   |   |   |   |   |   |   |   | 96,813 Eur | 55,187 Eur |
| **TOTAL** |  |   |   |   |   |   |   |   |   | 152,000 Eur |

# Legal Context

*[NOTE: Please choose* ***one*** *of the following options, as applicable. Delete all other options from the document]*

**Option a. Where the country has signed the [Standard Basic Assistance Agreement (SBAA)](https://intranet.undp.org/global/documents/ppm/SBAA.pdf%22%20%5Co%20%22outbind%3A//44/reference_centre/chapter5/sbaa.pdf)**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date).   All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by [name of entity] (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

# Risk Management

*[NOTE: Please choose* ***one*** *of the following options that corresponds to the implementation modality of the Project. Delete all other options.]*

**Option b. UNDP (DIM)**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][[16]](#footnote-17) [UNDP funds received pursuant to the Project Document][[17]](#footnote-18) are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
	1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
		1. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
		2. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
	2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
	3. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
	4. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
	5. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a)UNDP Policy on Fraud and other Corrupt Practices and (b)UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
	6. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants’, subcontractors’ and sub-recipients’) premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
	7. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP’s Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

* 1. *Choose one of the three following options: NOT APPLICABLE*
	2. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
	3. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
	4. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

**Special Clauses***.* In case of government cost-sharing through the project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

 The contribution shall be charged:

1. [3%] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
2. Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
3. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
4. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

# ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [[English](https://popp.undp.org/_Layouts/15/POPPOpenDoc.aspx?ID=POPP-11-1517)] [[French](https://popp.undp.org/_Layouts/15/POPPOpenDoc.aspx?ID=POPP-11-1518)] [[Spanish](https://popp.undp.org/_Layouts/15/POPPOpenDoc.aspx?ID=POPP-11-1519)], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. **Risk Analysis**. Use the standard [Risk Register template](https://popp.undp.org/_Layouts/15/POPPOpenDoc.aspx?ID=POPP-11-2781). Please refer to the [Deliverable Description of the Risk Register](https://popp.undp.org/_Layouts/15/POPPOpenDoc.aspx?ID=POPP-11-2781) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**

1. Western Balkans Youth Lab, Mapping of Youth Policies and Identification of Existing Support and Gaps in Financing of Youth Actions in the Western Balkans, 2021 [↑](#footnote-ref-2)
2. 2021 EC Montenegro Report, Social policy and employment, p. 87-88 [↑](#footnote-ref-3)
3. Western Balkans Declaration on ensuring sustainable labour market integration of young people [↑](#footnote-ref-4)
4. Westminster Foundation Research, 2019, https://www.wfd.org/2019/11/04/whats-making-politics-so-unattractive-to-young-people-in-montenegro/ [↑](#footnote-ref-5)
5. <https://www.me.undp.org/content/montenegro/sr/home/presscenter/pressreleases/polovina-gra_ana-vjeruje-da-je-rodnu-ravnopravnost-nemogue-posti.html> [↑](#footnote-ref-6)
6. <https://www.me.undp.org/content/dam/montenegro/docs/publications/si/Gender/Index%20rodne%20ravnopravnosti%202019%20for%20web.pdf> [↑](#footnote-ref-7)
7. Shared Futures, Youth perceptions on peace in the Balkans, UNDP, RYCO, UNFPA, 2021 [↑](#footnote-ref-8)
8. The Friedrich-Ebert-Stiftung Youth Study, 2018-2019 [↑](#footnote-ref-9)
9. Westminster Foundation survey on youth perceptions and attitudes towards politics in Montenegro, 2019 [↑](#footnote-ref-10)
10. Western Balkans Youth Lab, Mapping of Youth Policies and Identification of Existing Support and Gaps in Financing of Youth Actions in the Western Balkans, 2021 [↑](#footnote-ref-11)
11. Aspen Institute, Emigration from the Western Balkans, 2020 [↑](#footnote-ref-12)
12. British Council, Covid Screenagers - Socially distant, digitally close - Study of the impact of Covid-19 on youth in Western Balkan, Study report: Montenegro, 2021 [↑](#footnote-ref-13)
13. Westminster Foundation survey on youth perceptions and attitudes towards politics in Montenegro, 2019 [↑](#footnote-ref-14)
14. Consultations held in December 2020, with 77 young people, as part of the preparation of the Situation Analysis, as the starting point for a new framework of cooperation between the UN and the Government. [↑](#footnote-ref-15)
15. *Please see the* [*Guideline “Embedding Digital in Project Design*](https://rebrand.ly/DbDProjectGuideEN)*”.* [↑](#footnote-ref-16)
16. To be used where UNDP is the Implementing Partner [↑](#footnote-ref-17)
17. To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner [↑](#footnote-ref-18)