



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

**IPA 2010
National Programme
Component 1**

Grant Application Form

Title of the action:	Gender Programme
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. In this respect, any legal entity whose statutes have been established in another country cannot be considered an eligible local organization.

EuropeAid ID ²	US-2008-FIB-2702949105; LEF (CRIS) 6000055554	
Legal status ³	UN Agency	
Formal partner(s) ⁴ 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)
€ 778,000,00	€ 700,000.00	% 89.97
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 To be inserted if the organization is registered in PADOR. This number is allocated to an organization which registers its data in PADOR. For more information and to register, please visit <http://ec.europa.eu/europeaid/online-services/pador>

³ E.g. non-profit-making, governmental body, international organization

⁴ Add as many rows as there are partners

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PART B. FULL APPLICATION FORM

THE ACTION

1.1. DESCRIPTION Title: Gender Programme

1.2. Location(s)

Montenegro

1.3. Cost of the action and amount requested from the Contracting Authority

Total cost of the action (A)	Amount requested from the Contracting Authority (B)	% of total eligible cost of action (B/Ax100)
€ 778,000.00	€ 700,000.00	% 89.97

1.4. Summary (max 1 page)

Total duration of the action	36 months
Objectives of the action	<p>The status of women – reflected in personal integrity, economic advancement and political representation – has improved.</p> <p>Strengthened capacities, improved mechanisms and advanced policies have improved the conditions for the implementation of the three specific components of the National Action Plan for Gender Equality:</p> <ul style="list-style-type: none">• Violence against women and domestic violence;• Political empowerment of women, and• Economic agenda for women
Target group(s) ⁵	Ministry of Human and Minority Rights - Department for Gender Equality; Ministry of Labour and Social Welfare, Ministry of Health, Police Directorate, local government, parliamentary political parties, Parliamentary Committee for Gender Equality, NGOs, Ministry of Finance, Investment Fund, Directorate for Small and Medium-sized Enterprises, Social Welfare Centres, the police, the judiciary
Final beneficiaries ⁶	Victims of family violence Women in politics, political parties

⁵ “Target groups” are the groups/entities who will be directly positively affected by the project at the Project Purpose level – See paragraph 2.3 in Section II for the list.

⁶ “Final beneficiaries” are those who will benefit from the project in the long term at the level of the society or sector at large.

	Female entrepreneurs
Estimated results	<p>Result 1. - A sustainable and efficient system for the protection of victims of domestic violence has been established, and sustainable measures to combat domestic violence have been introduced.</p> <p>Result 2. - Gender sensitivity in political parties and administrative authorities strengthened.</p> <p>Result 3. - Women's entrepreneurship and employment enhanced through the development and implementation of specific measures.</p>
Main activities	<p>1. Violence against women:</p> <ul style="list-style-type: none"> - Strengthening the system of women's protection against violence and violence against women and girls; - Raising of awareness amongst pupils of primary and secondary schools; - Public awareness campaign. <p>2. Political empowerment:</p> <ul style="list-style-type: none"> - Enhance political representation of women; - Strengthen Parliamentarians' capacities with regard to gender equality issues; - Establishment of strategic partnerships and alliances with relevant political parties in EU Member States; - Capacity building for NGOs and CSOs to monitor and report on the implementation of gender equality policies for the 2013 elections. <p>3. Economic agenda for women:</p> <ul style="list-style-type: none"> - Strengthening women's entrepreneurship; - Training programme and promotional campaign to support women's entrepreneurship; - Development of a network of female entrepreneurs; - Support to disadvantaged women's employment.

1.5. Objectives (max 1 page)

Objectives

Equality between women and men is not just a goal in itself: it is a precondition for the fulfilment of human rights and human development in general, and of the overall EU objectives in regard to growth, employment and social cohesion, in particular.

This project aims to improve the status of women as reflected in personal integrity, economic advancement and political representation. The specific objective of the project is to strengthen capacities, improve mechanisms, advance policies and improve the conditions for the implementation of the NAP for Gender Equality in following three areas:

1. Elimination of violence against women:

Recognizing that an estimated one in three women experiences violence in the home, the project aims to ensure that the new Law on Protection of Victims of Violence is fairly interpreted and implemented in daily practice, ensuring that victims, in daily practice actually do experience system-wide support. Aware that many laws have been passed without corresponding budgetary commitments and with no actual implementation, the Project team will create a sustainable coordination and monitoring mechanism at the national level to support and ensure the implementation of the law. The project will further ensure the capacity enhancement of the actors to be involved in implementing the law, including civil society organizations; such capacity development will be guided by a survey on violence in the family, aimed at understanding perceptions of family violence and its dynamics, to be monitored for changes over the course of the project. A centralized database, based on EU best practice, will be established to track cases of violence dealt with in both governmental institutions and NGOs. Awareness-raising and education will form a central part of the project, particularly as it pertains to working with youth through the education system.

2. Political empowerment of women:

In line with CEDAW recommendations⁷, the project team will work with political parties to better understand what prevents women from being elected to office, and to create debate around quota systems as an approach to reaching the target of 30% participation of women in politics before the 2013 elections. The project will target stakeholders within the education and lobbying sectors, and to enhance the gender sensitivity of political parties' and politicians' communication. Existing women politicians will be brought on board, as will relevant ministries and NGOs/CSOs.

3. Economic empowerment of women:

The project addresses the creation of economic opportunities for women within the context of the economic crisis. The project will set up a revolving Trust Fund for Women, which will provide support and guidance for female entrepreneurs under affordable financial arrangements. Government financial institutions – the Investment Fund and the Directorate for SMEs will also benefit from the project.

⁷ The last general recommendations of the Committee on the Elimination of All Forms of Discrimination Against Women CEDAW (23 Nov 2003) included a recommendation to consider a proactive solution to the lack of representation of women in politics, such as quotas for women. With the exception of a very low-profile NGO campaign, this issue has not been publicly discussed. International organizations have not commented or followed up on the recommendation.

1.6. Relevance of the action (max 3 pages)

In Montenegro, women have never had equal conditions for realizing their human rights nor opportunities to contribute to national, political, economic, social and cultural development, and consequently to benefit from these opportunities. Despite the fact that more and more women are highly qualified and labour market participation of women is on the increase, women are still largely outnumbered by men in positions of responsibility in politics and business, particularly at the top level.

While 51.8% of the Montenegrin population is female, only 11% of the seats in the National Parliament are held by women, only 7% of the councillors in the local parliaments are women; out of 17 government ministers only one is a woman, while one out of 21 mayors is a woman. Furthermore 39.5% of all employees are women⁸, out of whom only 7.2% are performing managerial tasks. 8% of the women in Montenegro are owners/co-owners of their homes/flats, 6% are car owners and 1% are business or company owners⁹. The high level of education of women is not directly reflected in the positions they hold in the labour market. Women are mainly working in 'feminized' sectors and professions and remain in lower job categories with less access to senior positions. This is paradoxical when female students outnumber male in business, administration and law. At the same time, one of the most radical violations of women's human rights is reported by CSOs as happening in the family sphere. NGO studies show that one in every three women is exposed to physical violence. The number of cases reported to the police remains small, but increased by 7.3% in 2008¹⁰. There is a low level of support provided to victims, resulting in their reluctance to report family violence, while the number of deaths occurring as a consequence of long-term family violence has increased.

Policy and legislative developments in the last few years (National Action Plan for Gender Equality and Law on Gender Equality) are welcome, and have created a solid ground to address these problems. It is now important to ensure that these laws and policies are implemented; this will require not only political will, human and financial capacities and continuous monitoring, but also an institutional and cultural transformation process that should include the elimination of gender bias in national development frameworks, as well as the incorporation of gender awareness into broader policies, programmes and institutional reforms.

Violence: The obstacles described above also increase women's exposure to violence. Globally it can be seen quite clearly that there is an inversely proportionate relationship between violence against women and gender equality in society: where women are considered the equals of men in legislation, policy and institutional frameworks, they are also less likely to be subjected to violence. In other words, elimination of violence against women requires a holistic approach to policies, laws and frameworks: a strong focus on legislation and relevant public institution policies and regulation which discriminate against women and girls in a direct or indirect way. A lack of diligence in combating human rights violations and discrimination practised in the private sphere, and gender-stereotyping by society overall, need to be addressed.

In Montenegro, the Law on Protection from Violence in the Family was adopted on 27 July 2010 by Parliament. Practitioners dealing with violence in the family expect that this innovative Law will introduce protective measures towards victims, enabling institutions to respond accordingly. These new legal solutions and measures have been introduced based on Austrian, Croatian and other EU legislation, and have proved to be very efficient not only in terms of protection, but

⁸ Department for Gender Equality in the Ministry of Human and Minority Rights database

⁹ Office for Gender Equality Survey 2007

¹⁰ EU Progress Report, December 2008

also in prevention. This project aims to support the implementation of the newly adopted Law, through the creation of coordination and monitoring mechanisms at the national level, to ensure budgetary commitments and fair interpretation and implementation of the law in daily practice, ensuring that victims actually do experience systematic support.

Furthermore, activities are developed in such a way as to ensure the enhancement of the capacities of a number of relevant actors involved. In-depth analyses of violence against women, long-term assessment and sustainable intervention will require a number of surveys and studies, for instance of perceptions of violence in the family. Results will be monitored and followed up over the project period.

To ensure adequate monitoring, a centralized database of violence against women, case follow-up, and preventive initiatives will be established. This will enable evidence-based policy making and planning of interventions at the local (municipal) level, as well as at the national level. By doing this, multidisciplinary teams at the local level will be enabled to monitor and evaluate, and accordingly further improve their work.

Preventive, educational and awareness-raising work is also one of the very important entry points for long-term efficient intervention and it will be an integral part of the project. Public education institutions will be strengthened to work with youth on this matter. Lecturers/teachers in elementary and secondary schools teaching civic education will be involved in sensitizing students with regard to violence and domestic violence and providing information on professional and institutional support and protection, and on how to combat and prevent domestic violence. This will sensitize younger generations to early signs of violence against women and girls and thus contribute to mitigating and eventually eliminating domestic violence.

While working to set up the coordination system and multidisciplinary approach at both national and local levels, and ensure the sustainable, professional and victim-oriented work of institutions, this project will also enhance the capacities of both the institutions and their professional staff. Therefore, this elimination of structural and institutional discriminatory patterns will make the following institutions and their selected professionals direct beneficiaries of this Project: the Ministry of Social Welfare (Deputy Minister for Social Issues and Senior Advisers), Centres for Social Welfare (directors of social centres, social workers and members of the multidisciplinary teams), the Ministry of Health and medical centres in all municipalities (doctors in the health facilities for urgent medical support), Directorate of the Police and municipality security centres (inspectors for domestic violence and police units for prevention), as well as local public prosecutors and basic court judges in 11 municipalities.

Politics: Given the slow speed at which the number of women involved in Montenegrin politics is growing, there are increased calls for more efficient methods to reach a gender balance in political institutions. The introduction of electoral quota systems for women represents a qualitative jump into a policy of exact goals and means. Because of its relative efficiency, specifically in the countries of the Western Balkan Region, there is strong hope for a dramatic increase in women's representation by using this system. At the same time, being aware that quotas for women do provoke strong resistance, much stronger than the resistance for minority quotas for example, the project will be working with political parties to raise awareness and political debate based on evidence.

The last general elections were held in Montenegro on 29th March 2009 and resulted in a very poor participation of women in Parliament despite the fact that Montenegro that year re-ratified CEDAW and reassured a number of International Organizations that there would be more

women on the lists and more women in Parliament. Since then, only a very low profile campaign has been conducted by NGOs¹¹, and international organizations have been silent on the issue. Therefore this project will make the best use of the time up until the next general election in 2013 to address some of the aforementioned issues. The direct beneficiaries of the action will be individuals participating in the educational and lobbying processes while indirect beneficiaries will benefit from the catalytic effect of the work of political parties and sensitized politicians. The project will directly target women/political candidates in order to ensure their full commitment to and support for this process. Political parties that will be engaged are the ones represented in Parliament and the most direct beneficiaries of this action, besides women candidates, will be party leaders. The intervention simultaneously requires an institutional approach, which will again be specifically addressed towards Parliamentary Committees (i.e. Gender Equality, Human Rights and European integration) and in the Government towards the Ministry for Human and Minority Rights. CSOs and NGOs are self-evident partners in this work, and will further be invited to participate in Advisory Teams, lobbying, training, assessments and other activities.

Economy: In the context of the economic crisis, it is important to promote a gender sensitive analysis of economic empowerment: to what extent are there gender differentials in the way citizens are affected by lack of economic opportunity? Data¹² shows that women, although well educated, still face obstacles in the economy and entrepreneurship. For example, only a very limited number of women have the opportunity to take out a bank loan and start their own business due to the fact they have neither the incentives nor the real estate to guarantee the loan. Having in mind that women present 50% of human capital and half of the labour force, it is clear that the economic potential of women as well as their economic opportunities have been limited.

Therefore, specific financial mechanisms such as the Trust Fund for Women, which will provide support and guidance for female entrepreneurs under affordable financial arrangements, are needed. This unique financial mechanism will enable women to take out loans under special conditions while at the same time presenting a successful financial model for the banking system, Ministry of Finance and other relevant institutions. Successful piloting of such an initiative in the long term will result in an increased number of women in business and a more gender-sensitive and flexible approach from financial institutions. Female entrepreneurs will benefit from both financial and technical assistance in order to develop, enhance and increase their sustainable business ideas. These measures will lead towards the strengthening of their capacities to play an active role in economic development over this period of time.

¹¹ The 'Women Can Do It' Project supported by Norwegian People's Aid and implemented by the following NGOs: Women's Forum, Women's Action, Montenegrin Women's Lobby

¹² According to the data of the Department for Gender Equality in the Ministry of Human and Minority Rights, 39.5% of all employees are women, of whom only 7.2% are performing managerial tasks. 8% of the women in Montenegro are owners/co-owners of their homes/flats, 6% are car owners and 1% are business or company owners. As a consequence, women experience discrimination with respect to income, opportunities for professional development, career promotions, etc.

1.7. Description of the action and its effectiveness (max 14 pages)

Result 1. - A sustainable and efficient system for the protection of victims of domestic violence has been established, and sustainable measures to combat domestic violence have been introduced.

Violence in the family has been characterized as a criminal act in the Criminal Code, article 220 since 2003 as a result of NGO efforts. Since then, police, social welfare centres, medical centres, NGOs, the prosecution and courts have increased their cooperation and their effectiveness in this matter. Still, adequate and complete protection of victims of violence in the family and adequate prosecution of perpetrators remain a challenge. Therefore, following best European and regional practices, the UNDP and Department for Gender Equality in cooperation with the Ministry of Justice supported the processes of drafting a new law which will resolve the legal gap in cases of domestic violence and ensure that the perpetrators are sanctioned and victims protected whether it is treated as a minor offence or criminal act. Furthermore, the Law on the Protection from Violence in the Family requires cooperation between institutions, proper reporting and centralized data collection on cases of violence. In order to ensure that this Law is actually implemented in all those aspects, the Department for Gender Equality and UNDP have developed the Gender IPA Programme.

Indicators:

- The Code of Conduct for combating domestic violence prepared and submitted for adoption
- A centralized database on violence against women and domestic violence functional and comprising 100% of all cases reported
- 100% of all coordination meetings on cases of violence victims documented and registered in the database
- 10 multidisciplinary teams¹³ established at the local level and delivering assistance to victims of violence against women
- A countrywide SOS hotline for victims of violence functional
- 20 certified trainers (90% of members of multidisciplinary teams participating and certified in ToT)
- 400 service providers/professionals¹⁴ trained in applying the Code of Conduct in their work with victims of domestic violence
- 75% of women informed about service providers and institutional mechanisms assisting victims of domestic violence
- all teachers of civil education from elementary and secondary schools trained (2009:100 teachers)
- 100% of elementary and secondary schools offered lectures on domestic violence
- 50% of all students in the final year of primary education (age 14 years) aware of all service providers and institutional mechanisms assisting victims of violence in their municipality and aware how to appropriately act when witnessing domestic violence
- 50% of all students in the final year of secondary education (aged 18 years) able to identify at least five signs of domestic violence

Component 1 will support the fight against gender-based violence and strengthen the system of women's protection against domestic violence and violence against women and girls through institutional cooperation and awareness raising. Establishing an appropriate institutional framework and qualified, sustainable institutional cooperation will require the following activities:

¹³ Local multidisciplinary teams will be comprised of Centres for Social Welfare, the police, medical staff, representatives of the judiciary, NGOs, and local gender focal points. Local multidisciplinary teams will be located in ten municipalities mirroring the organization and location of social welfare centres.

¹⁴ In ten municipalities each training couple will provide a minimum of two trainings for 20 participants (social care workers, medical staff, the police, the judiciary, and NGOs) on the legal provisions and the implementation of the Code of Conduct.

1.1 Conduct assessment of the existing procedures, regulations and institutional collaboration regarding domestic violence and violence against women and girls

Day-to-day cooperation between institutions dealing with domestic violence often faces obstacles due to different procedures and regulations on issues such as reporting, legal processing, sheltering, etc – and this is further complicated by differing interpretations between stakeholders. Victims of violence frequently suffer from this confusion of processes. Therefore, in order to address this problem and adjust the procedures and regulations of all institutions involved in victim support and protection activities, an assessment will be conducted, based on which a proposal for aligned new activities will be developed. It was envisaged that for this task the following subdivided activities should be implemented in the first four months of the Project start-up period.

- a) *Contracting an international expert to conduct the assessment (5 man days with lump sum and travel costs included): ToR development¹⁵, advertising, interview selection and contracting 1 international expert. Budget lines 2.1.2 and 2.1.2*
- b) *Public promotion of assessment findings – Organization of one informative meeting with counterparts and stakeholders. Inputs: Meeting organization for 40 participants, prepare print-outs with summary and complete report, presentation of findings by the international consultant and discussions on follow up activities. Budget line 5.11*

1.2 Draft the Code of Conduct for combating and preventing domestic violence and violence against women and girls (three national workshops, including local stakeholders and regional experts) and submit for adoption and signing by the representatives of the Police Directorate, Ministry of Social Welfare (Centres for Social Welfare), the Ministry of Health, the Ministry of Justice, the judiciary (courts and prosecution), NGO

Based on the assessment findings of the international expert (hired under Act 1.1), representatives of the abovementioned institutions will be invited to provide their own feedback and views in regard to the improvement of the working practice in support of victims of violence. By doing this, representatives will become aware of problems faced by other parties involved in the process of victim protection and will jointly discuss solutions and the professional requirements they should meet. Based on common interests and understanding, the joint Code of Conduct will be developed in the period of four months between the 5th and 8th months of Year 1;

- a) *Organize two workshops with the participation of all relevant institutions for drafting the Code of Conduct and the foreign expert in the field.
Inputs: Organization of 2 two-day workshops with 20 participants each, (outside Podgorica), identification of participants by institutions, briefing talks to stakeholders on the draft document of the Code of Conduct Budget line 1.3.16.*
- b) *Establish the working group which will be in charge for drafting the Code of Conduct.
Inputs: Organize 3 coordination meetings (to be held during a 3-week period) of the established working group that will gather up to 7 members to finalize the text of the Code of Conduct. No budgetary line*
- c) *Organize public signing of the Code of Conduct and public promotion
Inputs: Organize a public event/media conference in Podgorica with 40 participants. Budget line 5.11*

1.3 Prepare a baseline study on violence against women and domestic violence in Montenegro

In Montenegro no baseline study that will detect the presence of violence in the family has ever been conducted. Such a study will reveal not only the numbers of victims experiencing violence in the family but also forms of violence in the family. The baseline study will be undertaken between the 2nd and 6th months of Year 1. This research will be the first of its kind in Montenegro and will integrate the following lower-level actions:

- a) *Contract the research body to conduct the research on violence against women and domestic violence inputs: ToRs/tender dossier¹⁶, publication of the procurement notice, evaluation of the offers, contracting, work plan agreement with research body, monitoring. Budget line 5.2.1*
- b) *Publication of the baseline study (500 copies) Budget line 5.1.1*

¹⁵ ToRs to be agreed with the EUD to Montenegro and endorsed by the Beneficiary

¹⁶ ToRs to be agreed with the EUD to Montenegro and endorsed by the Beneficiary

- c) *Public presentation of the research findings*
Inputs: Organization of a public/media event for 50 participants (in Podgorica) Budget line 5.11

1.4 Establish a national, centralized database on violence against women and domestic violence in the judiciary, prosecution, police, health institutions, social welfare centres

For further monitoring and analyses of dynamics in combating violence in family it is necessary to establish a system of centralized data of victims of violence. Currently, the police and some NGOs¹⁷ are the only two stakeholders who run statistics about victims of violence where the numbers differ by hundreds. This activity will be conducted in first four months of Year 2 of the Project implementation but will be continuously conducted throughout the whole Project. In order to ensure a standardized approach to this problem, the following activities are to be conducted:

- a) *A 2-day regional workshop on the centralized database on violence against women*
Inputs: Contact regional counterparts (BIH, SRB, MKD, CRO) to organize a regional two-day conference with 20 participants (in the coastal area of Montenegro) Budget lines: 2.1.1 and 5.6.1;
- b) *Purchase the software for the centralized database*
Inputs: Collection of data on software prototype, tender, market survey, Budget line 3.1.2
- c) *Coordination meetings on data collection (quarterly)*
Inputs: Organization of 5 follow-up meetings on data collection with 10 representatives of the respective institutions; No budgetary line

1.5 Establish local multidisciplinary teams in 10 municipalities for the assistance of victims of violence against women

Upon completion and agreement on the Code of Conduct, its implementation will be supported through this Action. To date, in 5 municipalities in Montenegro multidisciplinary teams have been working in cooperation with the SOS network on an informal basis achieving fairly good results in their cooperation. Further improvements need to be achieved as well as in the other municipalities where Social Centres are operating (10 in total). This activity will be conducted in the first 6 months of Year 2. Therefore, support for the establishment of formal multidisciplinary teams will be covered by this project through:

- a) *Organizing meetings with relevant institutions (local government, police, centres for social welfare, health centres, the courts and judiciary) in 10 municipalities with the aim of establishing local teams. Local municipalities to be selected, upon agreement with EUD, as per the organizational structure of social centres as unavoidable and necessary members of multidisciplinary teams.*
Inputs: Communication with official representatives and professionals in local institutions, logistics for the meeting. No budgetary line
- b) *Drafting and signing of a Memorandum of Understanding between the mentioned institutions*
Inputs: Organize an event for the MoU signing for 60 participants. Budget line 5.11

1.6 Develop training curricula and manuals and conduct a “Training for Trainers” (20 trainers) programme for members of multidisciplinary teams

In order to ensure a standardized approach by all police officers, social workers, NGOs and all other relevant participants in the process of protection and support to the victims of violence, training for trainers will be developed by the national consultant. Training will provide a set of guidelines to support the victims as per the Code of Conduct as well as according to the new Law on protection from violence in the family. Through the training of 20 professional trainers, future follow-up education cycles will be ensured throughout institutions. This activity will be conducted between the 6th and 12th months of Y1.

- a) *Drafting of the trainer’s manual on gender-based violence for trainers assisted by a national expert (15 man days).*
Inputs: ToR¹⁸ development for national expert, selection and contracting; Printing of training manual (25 copies) Budget line 1.3.4 and 5.1.2
- b) *Organize a three-day workshop for 20 trainers*
Inputs: Open call for submission of applications by interested trainers (professionals from relevant institutions), selection of the best 20 candidates (for 10 training couples), organization of the 3-day training for trainers (in the coastal area). Budget line 5.6.2

¹⁷ Women’s Safe House, SOS Podgorica, SOS Niksic, SOS Bar, SOS Berane

¹⁸ ToRs to be agreed with the EUD to Montenegro and endorsed by the Beneficiary

1.7 Prepare and implement training programme for professionals working in services offering support for victims of gender-based violence (400 individuals in ten municipalities; two trainings per municipality for 20 professionals each)

Two training sessions per municipality will be organized in the period between the 6th and 12th months of Year 2 of this Project implementation. Each training session will address around 20 participants.

- a) *Prepare training programme with developed topics to be addressed at the workshops*
Inputs: Develop training manual in support of national expert selected for activity 1.6, printing manuals (400 copies) Budget lines: 1.3.4 and 5.1.3
- b) *Organize 20 workshops for local professionals (20 participants)*
Inputs: Coordinate action with the management of all relevant institutions; organize two workshops in ten municipalities. Budget line: 5.6.3

1.8 Establish a national SOS line for victims of gender-based violence

At present, NGOs have made their organizational phones available for SOS lines; in future a common SOS line should be established for all of Montenegro. This line should be free of charge for the victims who are calling. The call should then be transferred to the nearest SOS line office depending on which part of the country the victim is calling from. Managers of the SOS lines should be service providers who are already working with victims, gained their trust and already have teams available for protection and care. This activity will be conducted between the 6th and 12th months of Year 2. In order to enable the establishment of one single SOS line for victims of violence the following activities need to be conducted:

- a) *Negotiations with landline operator with the aim of establishing the national SOS line*
Inputs: data collection from regional and European countries; identification of appropriate individuals for advocacy activities for the adoption of this request; signing of the agreement with the landline operator. No budget line
- b) *Negotiations with the Ministry of Finance to support financially the SOS line for victims of family violence*
Inputs: organization of meetings with the Ministry of Finance, preparation of public/media plan to follow up negotiations; signing of the agreement. Budget line 5.11
- c) *Organize training for volunteers to ensure a standardized approach on the SOS line*
Inputs: gather 20 NGO SOS lines and Shelter representatives and agree on principles of cooperation; jointly develop guidance on the SOS unique line functioning, procedures, protocol and reporting lines. Educational manual to be developed based on these discussions and to be used for future educational trainings for the SOS volunteers. 20 representatives of NGOs will gather on two 1-day workshops Budget line 5.6.4.

1.9. Establish regular coordination meetings of all parties involved in assistance aimed at victims of gender-based violence

In order to ensure proper monitoring of the activities and institutional cooperation in regard to implementation of the Code of Conduct and Law on Protection from Violence in the Family, coordination meeting are to be organized. This activity will be conducted between the 6th and 12th months of the Year 1 and will continue to be conducted during the 2nd and 3rd years of the Project implementation. The following activities will be conducted in that regard:

- a) *Organize four meetings a year with representatives of institutions and organizations dealing with domestic violence (the police, Ministry of Social Welfare, Ministry of Health, Ministry of Justice, the courts, prosecution service, NGOs)*
Inputs: organize quarterly meetings that will gather 10 representatives of the abovementioned relevant institutions to address actual concerns and problems in cooperation. Meetings are to be held in UNDP premises (in Podgorica). No budgetary line

1.10 Develop a training module for elementary and secondary school teachers and psychologists on preventing and combating domestic violence and violence against women and girls

Elementary and secondary school teachers, teachers of civic education and psychologists will be involved to increase students' knowledge and awareness of violence against women and girls and of domestic violence by sensitizing elementary and secondary school students to violence against women and girls,

gender equality and non-violent behaviour. The activity will be conducted between the 6th and 12th months of Year 2. The following activities are envisaged:

- a) *Develop the training module for teachers with the assistance of a nat. expert (budget line 1.3.5.)*
Inputs: ToR¹⁹ development for national expert, selection and contracting for 7 man days to prepare manual and guide training process. Budget line 1.3.5
- b) *Establish partnership with the Ministry of Education to ensure support for the educational process*
Inputs: meetings with the Ministry of Education to present the Project and activities envisaged establish close cooperation with the designated focal point; establish contacts with secondary and elementary school teachers. No budgetary line.

1.11 Train teachers of civic education in elementary and secondary schools in teaching prevention and combating domestic violence and violence against women and girls

The training process should include all 100 civic education teachers certified by the Ministry of Education and actively working in secondary and elementary Schools. This activity will be conducted between the 6th and 12th months of Year 2. The training process will be conducted with support of the nat. consultant hired to develop manual within activity 1.10.

- a) *Organize five one-day workshops for teachers of civic education*
Inputs: Organization of 5 workshops that will each gather 20 teachers (in total 100 participants) to address the methodology and content of specific lectures on violence in the family within their class. Training will be conducted by the national expert. Budget lines 5.6.5 and 1.3.5.

1.12 Include the topic "Domestic violence and violence against women and girls" in the curricula (civic education) of elementary and secondary schools

This activity will lead towards integration of comprehensive and interactive lectures on violence and violent behaviour within the class of civic education. Teachers as primary beneficiaries in this activity will be enabled to better understand this phenomenon and to pass their knowledge on to their students. The activity will be conducted between the 6th and 12th months of Year 2. The following activities are envisaged:

- a) *Organize meetings with the Bureau for Schooling in order to strengthen the issue of domestic violence and violence against women in the curricula.*
- b) *Develop reader with examples from the region about specific lectures on violence in the family.*
Inputs: collect best regional examples of civic education lectures on violence in the family as a support document for advocacy activities for these to be introduced in Montenegro.
- c) *Organize a joint meeting with the Ministry of Education, Ministry of Human and Minority Rights and Heads of the EU Delegation to Montenegro and UN to ensure early support to prevent violence in the family and raise awareness*
Inputs: establish close cooperation with ministries, provide valid preparatory argumentation for the introduction of the subject of domestic violence into civic education classes, organize meeting in UNDP premises. Budget line 1.3.5

1.13 Develop the idea and the ToRs for a public awareness campaign on domestic violence and violence against women and girls;

Different targeted groups require different approaches and therefore just before the campaign, ToRs will be developed, the overall circumstances will be analyzed based on the targeted group of the campaign that will be defined. The activity will be conducted between the 6th and 9th month of Year 2. In order to do this, the following activities will be implemented:

- a) *Organize a meeting between all relevant institutions with the aim of identifying the highest priority target group and objective of the campaign*
- b) *Organize coordination meetings with NGOs to consult on the highest prioritized target group and objective of the campaign*
Inputs: organize 2 coordination meetings with the above mentioned stakeholders to ensure definition of the target group and objective of the campaign as per social momentum at that particular phase of the Project implementation. No budgetary line
- c) *Development of ToRs²⁰ as per consultations with stakeholders.*

¹⁹ ToRs to be agreed with the EUD to Montenegro and endorsed by the Beneficiary

²⁰ ToRs to be agreed with the EUD to Montenegro and endorsed by the Beneficiary

1.14 Employ the agency to conduct a nationwide awareness campaign (visual identity, print, promotion and broadcasting);

A professional PR agency will be contracted to develop an effective public campaign according to the developed ToRs (see activity 1.13). This activity will be conducted between the 9th and 11th months of Year 2 and will be continued into Year 3. The following activities will be conducted:

- a) *Publish public advertisement for contracting the agency to conduct the campaign*
Inputs: public advertising, selection, development of work plan and monitoring
- b) *Conduct campaign for the 16 Days of Activism (from 25 November GBV (Gender-Based Violence) day to 10 December Human Rights Day) each year, including media coverage as well as other forms of communication mechanisms using different tools. Campaign will have a special focus on the rights of women from minorities.*
Inputs: appointment of a team coordinator with other UN agencies, international organizations, gender mechanisms and interested partners to develop and run the joint. Budget line 5.9

1.15 Organize campaigns on domestic violence and violence against women and girls in Roma settlements in close cooperation with NGOs working with and in Roma settlements;

Specific attention in this work will be paid to the Roma population which has been considered the most vulnerable and closed of social groups. Therefore, Roma women's groups will be encouraged to design and implement a campaign which will be suitable for their cultural environment.

- a) *Organize the meeting with Women's Roma Network in order to organize the campaign in Roma settlements*
Inputs: determine specific attention to the Roma environment and women facing violence in this community, introduction of those aspects in a campaign, organize meetings and mobilize women's NGOs for the running of the campaign. Budget line 5.9

1.16 Conduct annual assessments of knowledge, awareness and attitudinal change through standardized interviews

In order to monitor changes in perceptions of violence in the family and the achievement of this Action/Project, standardized assessments will be conducted on an annual basis. Results of the assessment will enable the guidance and adjustment of Project activities. This activity will be conducted between the 9th and 12th months of Year 2 and the 9th and 12th months of Year 3.

- a) *Contract NGO to conduct the annual assessment*
Inputs: ToR development²¹, advertising, selection, contracting, work plan and methodology adoption and monitoring. Budget line 5.2.2
- b) *NGO selected to conduct the annual assessment and make it visible to the public*
Inputs: analyze assessment findings and organization of press conferences to present to the public the assessment's results. Budget line 5.11

1.17 External Evaluation

As per UN and EU standards external evaluation will be conducted for each of the Project components. The following activities will be conducted in the last quarter of Year 3:

- a) *Contract evaluation body to conduct the external evaluation towards the completion of the Action – component 2*
Inputs: ToR development²², advertising, interview and desk assessment selection, contracting, work plan and methodology adoption; two Action Team members committed to this task. Budget line: 5.4
- b) *Evaluation presentation to Action Component 1 stakeholders and counterparts*
Inputs: organize meeting for approx 50 participants to present main findings of the external evaluation and discuss recommendations. No budgetary line

²¹ ToRs to be agreed with the EUD to Montenegro and endorsed by the Beneficiary

²² As per prior agreement with the EUD to MNE

Result 2. - Gender sensitivity of political parties and administrative authorities strengthened

Women's equal participation in political life plays a pivotal role in the general process of the advancement of women. Women's equal participation in decision making is not only a demand for simple justice or democracy but can also be seen as a necessary condition for women's interests to be taken into account. Without the active participation of women and the incorporation of women's perspectives at all levels of decision making, the goals of equality, development and peace cannot be achieved. Until gender parity is reached in governance, women cannot reach full equality with men in any sphere. The absence of women's voices in shaping the most fundamental political instruments—the most critical of which is the national budget—has ensured the preservation of gender inequity even with regard to women's health and security in their own homes.

The approaches listed below are exhaustive, providing a framework for concomitant strategies to achieve gender balance early in the 21st century. Party and electoral system reform have proved an effective tool for increasing women's activism in countries with widely different cultures. Therefore Gender IPA has a three-fold approach: a) empowerment of women in politics and sensitization of male politicians; b) strengthening of political party structures by introducing gender-sensitive policies and programmes and c) improving legislation by introducing gender-sensitive provisions in the Electoral Law, the Law on Political Parties and the Law on Financing of Political Parties. Each of these three components will be accompanied by awareness raising and lobbying activities.

Indicators:

- At least 50% of the political parties represented in the parliament having gender-sensitized programmes
- 20 members of the parliament certified as trainers²³
- Training manual developed for the empowerment of women in Parliament
- Amendments ready for adoption²⁴
- 3 measures to overcome capacity gaps in parliamentary political parties proposed and submitted for adoption
- 20 trained NGOs/CSOs monitoring elections

2.1 Conduct desk survey on best EU practices with regard to political empowerment of women, including quota introduction;

In order to generate political will to support the process of the empowerment of women, examples of best practice in the EU quota system will be collected, analyzed and presented. This activity will be conducted between the 2nd and 6th months of Year 1. Therefore the following activities are to be implemented:

c) Contracting expert to conduct desk survey

Inputs: ToR development²⁵, advertising, interview selection, contracting, work plan and methodology adoption. Budget line 1.3.6

d) Summary of the survey – recommendations

Inputs: collecting the recommendation, sharing them with political parties and gender mechanism at introductory meetings. No budget line

2.2 Support the establishment of cooperation with identified entities that are appropriate partners with a good track record regarding political empowerment of women in EU countries

Description: good cooperation and support from identified EU entities that do have sufficient knowledge and best practice in support of women's political empowerment will be welcome partners in presenting those cases to Montenegro's political parties and institutions. Therefore, to generate a more positive and affirmative environment for the introduction of quotas, the following activities have been envisaged and will be implemented between the 6th and 12th months of Year 1:

a) Establishing communication with EU entities, potential partners and guests in the women's political empowerment process in MNE

Inputs: development of a database, development of overviews of political systems and quota modalities, two Action Team members committed to this task; No budgetary line

²³ Certified trainers will be members of the Parliamentary Committee for Gender Equality and Committee for Human Rights, with equal representation of all parliamentary political parties, gender and minorities

²⁴ Electoral Law, Law on Political Parties and Law on Financing of Political Parties.

²⁵ ToRs to be agreed with the EUD to Montenegro and endorsed by the Beneficiary

2.3 Establish partnerships with representatives of various parties identified as appropriate partners with a good track record regarding political empowerment of women for information exchange and training.

Description: Political parties present an entry door for the empowerment of women in politics and therefore they represent the most important and major partner in this work. To ensure their full commitment, the leadership of political parties will be introduced in this Action as partners, benefiting from their European sister-parties' practices that have supported this process. This activity will be conducted between the 9th and 12th months of Year 1.

a) *Organization of meeting with political party leadership*

Inputs: organization of 15 meetings with political leaders and leadership on Action plan; presentation of EU practices, specifically sister-party practices; presentation of process, other parties involved and pro-quota arguments.

b) *Signing the MoU with political parties and public promotion of MoUs signed*

Inputs: preparation of MoU, alignment of its content with political parties; organization of public-media event for approx. 100 participants and presentation of joint goals set. Budget lines 5.7.1 and 5.12

2.4 Organize training and exchange of lessons learned by local NGOs/CSOs, regional partners and partners of EU member states (in Montenegro)

Description: In order to enable the commitment of the political party leadership, additional efforts will be made to create a more supportive environment. Therefore, regional and national representatives will be invited to share their practices and support the process of political empowerment in the Region. This activity will be conducted between the 1st and 6th months of Year 2. The following activities will be conducted:

a) *Regional workshop on the political participation of women*

Inputs: organize a regional workshop with 40 participants, of which 4 will be guest speakers from EU countries, up to 10 from the Region while the target group from MNE will be the target party leadership. Budget lines: 2.1.3 and 5.7.2

2.5 Prepare the Amendment to the Electoral Law, Law on Political Parties and Law on Financing of Political Parties and submit for adoption

Description: A set of three laws which directly impact the political participation of women will be addressed as key aspects of this Action work through amendments developed as per EU country practices. Drafting amendments with expert support represents one aspect of this work, while specific advocacy and lobbying activities will follow. This activity will be conducted between the 1st and 6th months of Year 2.

a) *Contracting the expert to develop the amendments*

Inputs: ToR development²⁶, advertising, interview selection, contracting, work plan and methodology adoption; two Action Team members committed to this task. Budget line: 1.3.7

b) *Thematic round-table discussions*

Inputs: organize three round tables for 50 participants at each event. Events will be organized in the northern, central and southern parts of Montenegro in order to ensure participation of different political party stakeholders; three Action Team members committed to this task. Budget line: 5.7.3

c) *Advocatory and lobbying meeting activities*

Inputs: visit all political parties' leaders and discuss options and political opportunities vis-à-vis their political support for women's quotas. Meeting with female leaders in all Parliamentary political parties and discuss internal environment to introduce and support the quota electoral system; meet with all relevant and interested NGOs and SCOs to support this request; develop media plan and ensure media engagement and support from women journalists No budgetary line

2.6 Prepare and conduct promotion and advocacy of the affirmative actions, taking into consideration lessons learned by local, regional and international partners

²⁶ As per prior agreement with the EUD to MNE

Description: Besides regular “in-door” lobby and advocacy activities that are to be conducted, political parties should be further encouraged by general social trends and the approval of the introduction of quota for women. In order to ensure positive trends among the public, more visible and popular interventions need to be made. Therefore an official lobbying group for women’s political quotas needs to be established by the most eminent, publically recognized female leaders, intellectuals and other supporters that will be able to draw attention to and empower arguments for quotas. This activity will be conducted as continuous on-going work during the whole period of the Project duration and specifically in Years 2 and 3. This will be achieved through:

- a) *Establishment of lobby group for quotas for women in the electoral system*
Inputs: description of lobby group tasks, preliminary list of national, regional and international lobbyists; work plan. No budgetary line
- b) *Consultative meetings on MoU signing with political parties, academia, universities, international organizations, media and NGOs*
Inputs: preparation of MoU for support for introduction of quota system for women and media promotion. Budgetary line 5.12
- c) *Organization of a one-day event/conference with 300 lobbyists for women’s quotas*
Inputs: preparation of a joint political declaration and requirements for political parties and a media plan. Budget line 5.7.4

For the identification of capacity gaps in parliamentary political parties with regard to gender policies and for the initiation of a specific plan of action for capacity building interventions the following activities will be implemented:

2.7 Conduct an in-depth assessment of parliamentary political parties' programmes and statutes as well as of the participation of women in political parties;

Description: Better understanding of political parties structures, platforms and gender participation provides a significantly improved understanding of the entry points as well as barriers to the empowerment of women and the possibility that parties as political power stakeholders introduce affirmative actions within their own structure, being fully aware of the political benefits for them from this process.

In order to enable the lobby team and women in politics to understand better and address those obstacles, as well as opportunities for further empowerment, the following activities are to be conducted between the 1st and 6th months of Year 2:

- a) *Contract a national expert to assess political parties’ Programmes and Statutes*
Inputs: ToR development²⁷, advertising, interview selection, contracting one person for 30 days, developing a work plan and adoption of methodology; two Action Team members committed to this task. Budget line: 1.3.8.

2.8 Organize advocacy study tour with political party leaders/representatives to 1 European country

Description: It has been proved in earlier working practices that study tours can significantly contribute to the knowledge sharing and practical exchange of information, practices and advice related to the functioning of a certain system. In addition, learning about the benefits and applicability of certain models in well developed democracies can result in strong commitments towards goals set at the national level. Therefore a study tour to a European country that has benefited from the introduction of a quota system for women has been envisaged through following more specific activities which will be conducted between the 1st and 6th months of Year 3:

- a) *Open application for politicians to participate in the study tour*
Inputs: preparation of the open call for politicians with an individual plan of support for the quota system to be developed²⁸, identification of the European country to be visited with good practices from the quota system introduction process; two Action Team members committed to this task.
- b) *Selection of candidates with a gender-balanced approach*
Inputs: develop precise criteria for the selection of candidates²⁹; two Action Team

²⁷ As per prior agreement with the EUD to MNE

²⁸ With prior agreement with the EUD

²⁹ In cooperation with the EUD

- members committed to this task. No budgetary line*
- c) *Signing MoU on follow up cooperation*
Inputs: develop a common template of MoU to be signed with study tour participants with individual support plans included; Budget line 5.12
 - d) *Visit to identified entities with a good track record regarding the political empowerment of women in the selected European country;*
Inputs: logistical organization of the visit to political parties, institutions and other relevant organizations in the selected country; two Action Team members committed to this task. Budget lines 1.3.14 and 2.1.4.
 - e) *Presentations to the Parliamentary Committee for GE and Committees for Human Rights and European integration on lessons learned on the study tour*
Inputs: organization of the Parliamentary Board meetings and presentation, support to presenters, lobbying discussions; three Action Team members committed to this task. No budgetary line.

2.9 Organize a thematic round table on the status of women in political parties (60 participants from political parties, Government, Parliament, CSOs, scientific academia, international organizations and universities)

Description: Further public promotions of the commitment towards the introduction of women's quotas will be ensured through public sharing of lessons learned from the study tour and raising opportunities in Montenegro. This activity will be conducted between the 6th and 9th months of Year 2.

- a) *Preparation of the thematic round table*
Inputs: organization of the event in Podgorica for 60 participants from different institutions, political parties, NGOs, CSOs and discussion on the quota system for women in MNE and European practices; three Action Team members committed to this task. Budget line 5.7.5
- b) *Media plan and public promotion*
Inputs: development of media plan for the event; two Action Team members committed to this task. Budget line 5.12

2.10 Drafting and signing of MoU between the Government Department for GE and the Parliamentarian CGE

Description: Two existing gender mechanisms, mutual support and their capacity development in this process has been envisaged as a one of the core outcomes from this Action/Project component. In order to formalize this cooperation between two institutional gender mechanisms and to make it more visible it has been envisaged MoU signing. This activity will be conducted between the 1st and 6th months of Year

- a) *Preparation of the MoU*
Inputs: drafting the MoU between all partners in this Action (EUD to MNE, Gender Equality Parliamentary Committee, Department for Gender Equality, Ministry of Human Rights and UNDP; two Action Team members committed to this task.
- b) *Joint Action Plan adoption for the introduction of affirmative actions for women in electoral law*
Inputs: plan on common joint lobbying activities in accordance with this Action/Project planned activities; two Action Team members committed to this task. Budget line 5.12

2.11 Prepare and conduct training for 20 trainers for members of the CGE and the HRC;

Description: The educational aspect of this work and personal commitments play a significant role in ensuring the success of this process. Furthermore, when working towards capacity development of parliamentarians, the sustainability component has been integrated in a gentle manner, but ensuring enhancement of knowledge and gender sensibility. Therefore, parliamentarians and politicians will also play an additional active role as trainers of their colleagues in regard to women's political rights. Therefore, the following activities will be conducted between the 1st and 6th months of Year 2:

- a) *Preparation of training manual for training programme for parliamentarians*
Inputs: training manual development based on familiar methodologies; one Action Team member committed to this task. Budget line 5.1.4 and 5.1.5
- b) *Training of trainers*
Inputs: organization of a three-day event with 20 parliamentarians – future trainers in the coastal area; two Action Team members committed to this task. Budget line 5.7.6

2.12 Design and implement educational seminars for 60 MPs on gender equality

Description: The follow-up activities for the trainers will be implementation of the three training sessions for colleagues from Parliament. Each training session will be covered by four trainers. The activity will be conducted between the 6th and 12th months of Year 2:

a) Organization of training for parliamentarians

Inputs: organization of a one-day event for up to 20 parliamentarians in Pogorica; two Action Team members committed to this task. Budget line 5.7.7

2.13 Establish a network of interested NGOs and CSOs for the political empowerment of women

Description: One of the major impacts of this Action in its component 2 is the increase of female parliamentary representation which will be measured at the general parliamentary elections in 2013. NGOs and CSOs which will play one of the most important roles there should be enabled to build capacities to monitor and report on the implementation of gender equality policy in the run-up to the 2013 elections. Activity will be implemented in the last quarter of the Year 1 and will be continued through out Year 2 and Year 3: the following activities have been envisaged:

a) Organize regular bi-monthly meetings to share information

Inputs: organize meeting in UNDP premises every two months to discuss on-going activities with up to 20 NGO representatives in regard to the introduction of quotas for women in electoral law. No budgetary line

a) Public promotion of results / networks

Inputs: development of media plan for NGO activities and analyze/plan complementary and joint actions Budget line 5.12

2.14 Conduct advocacy campaign for the introduction of affirmative actions in the electoral system

Description: A public advocacy campaign will be developed to ensure public support for the introduction of quotas in the electoral system for women. Therefore, the following actions have been envisaged for the period between the 6th and 12th months of Year 2 and throughout Year 3:

a) Publish a public advertisement for contracting the agency to conduct the campaign

Inputs: development of campaign ToR³⁰ as per consultations with stakeholders, public advertising, interviews and desk review selection, development of the work plan and monitoring; three Action Team members committed to this task. Budget line: 5.10

2.15 External evaluation

Description: Objectives achieved, lessons learned and best practices will be assessed as per UN and EU standards through external evaluation which will be conducted upon completion of the Project/Action. The following activities will be conducted in the last quarter of Year 3:

c) Contract evaluation body to conduct the external evaluation towards the completion of the Action – component 2

Inputs: ToR development³¹, advertising, interviews and desk assessment selection, contracting, adoption of the work plan and methodology; two Action Team members committed to this task. Budget line 5.4

d) Evaluation presentation to Action Component 2 stakeholders and counterparts

Inputs: organize meeting for approx 50 participants to present the main findings of the external evaluation and discuss recommendations. No budgetary line

Result 3. - Women's entrepreneurship and employment enhanced through the development and implementation of specific measures

Equal opportunities has been largely accepted as a socially worthwhile objective, but an objective which is still considered a burden or a constraint on economic growth and development. The narrow and short-term economic perspective in Montenegro tends not only to ignore the interests and wellbeing of the female labour force but also fails to recognize the need to develop new coherent systems of social and

³⁰ Developed in consultations with the EUD

³¹ As per prior agreement with the EUD to MNE

economic organization in the interests of both men and women. Therefore this Project component will tackle this issue through the analysis of the potential for equal opportunities to contribute to economic and social wellbeing, broadly defined. Analyses of needs and obstacles, female entrepreneurs are facing when accessing credit and development of businesses, will lead towards development of new financial products and services specifically for women based on the experiences of European banks. Female entrepreneurs will gain in this process the support of mentoring experts in all phases of the business development.

Indicators:

- Plan for women's entrepreneurship developed
- 100% of the Trust Fund for Women's entrepreneurship activities pledged in women's start up business ideas
- At least 20 women's start up businesses by the end of the project³²

3.1 Draft and support adoption of the Plan for the Development of Women's Entrepreneurship including the establishment of a trust fund for women's start-up activities (TFW)

Description: In order to ensure that governing institutions are fully aware and participating in the process of economic empowerment of women from the very first phase of this Project/Action implementation it has been envisaged that the Plan for the Development of Women's Entrepreneurship is developed jointly by all stakeholders. The following activities will be conducted between 6th and 12th months of Year 1:

- a) *Organize consultancy meeting with national stakeholders (the Ministry of Finance, Ministry of Economy, Directorate for Small and Medium-sized Enterprises, Employment Office, Chamber of Commerce, Union of Employers, NGOs)*
Inputs: conduct preliminary consultations and information sharing with relevant partners, organize joint meeting on steps to follow and expectations from the process for up to 15 participants in UNDP premises); two Action Team members committed to this task; No budgetary line.
- b) *Establish the working group support national consultant to draft the Plan*
Inputs: develop ToR for national consultant³³, identify representatives of the institutions and individuals that will help to develop the Plan, advertising, interview selection, contracting one person for 7 days; achieve agreement of timeframe and working dynamics for fulfilment of task; two Action Team members committed to this task. Budget line 1.3.9
- c) *Public discussions of the Plan (three discussions)*
Inputs: organization of three workshops on the Women's Entrepreneurship Plan in the northern, southern and central parts of Montenegro for up to 20 participants at each. Budget line 5.7.8

3.2 Assessment of women's entrepreneurship status in Montenegro including their problems in accessing credit

Description: In order to have detailed insight into the opportunities and more importantly the obstacles women face when accessing credit institutions, a detailed assessment will be conducted through the following activities. The following activities will be conducted between the 2nd and 6th months of Year 1:

- a) *Contract the expert to do the assessment (data collection and analysis)*
Inputs: ToR development³⁴, advertising, interview selection, contracting one person for 15 days, develop work plan and methodology adoption; two Action Team members committed to this task. Budget line: 1.3.10 and 5.2.3
- b) *Identification of possible beneficiaries of a TFW*
Inputs: analysis of gaps in employment and entrepreneurship opportunities for women. Budget line 1.3.10 and 5.2.3

3.3 Development of the regulatory framework for the TFW

Description: TFW has been envisaged as an affordable, low interest rate for women starting up their own businesses that will ensure an individual approach to clients and on-going consultations in regard to the

³² Equal territorial representation

³³ In consultations with the EUD

³⁴ As per prior agreement with the EUD to MNE

running of a business. In order to make sure that we are responding to all women's needs and to ensure popular and favourable conditions proved in the region and internationally, a regulatory framework for the TFW (which will determine the conditions and TFW flow) will be developed with the support of an international consultant. The following activities will be conducted between the 6th and 12th months of Year 1:

a) *International consultant*

Inputs: ToR development³⁵, advertising, interview selection, contracting one person for 15 days, develop work plan and methodology adoption; two Action Team members committed to this task. Budget line 1.3.3 and 2.1.5.

3.4 Establishment of the TFW

Description: Micro finance is being promoted as a key poverty alleviation strategy to enable poor women to cope with the adverse economic and social impacts of structural adjustment policies. Women's economic empowerment cannot be assumed to be an automatic outcome of micro-finance programmes as such, but should consist of a comprehensive set of measures over time that will impact women's capacities in a sustainable manner. Therefore the establishment of the TFW should include not only a basic revolving fund but a set of measures that will introduce an interactive and supportive relationship between this financial mechanism and female entrepreneurs. The following activities will be conducted between the 6th and 12th months of Year 1:

a) *Signing an Agreement on Partnership with national stakeholders*

Inputs: negotiations with partners, drafting of the Agreement, organizing of a public event to promote and present the establishment of the TFW. Budget line 5.13

b) *Establishment of the entity managing the implementation of the TFW and TFW*

Inputs: as per negotiations to be conducted with partnering institutions, the managing entity is to be clearly defined with precise ToRs and a mandate³⁶; two Action team members committed to this task, Budget line: 5.15.

c) *Establishment of the Commission for the evaluation of applications submitted to the TFW*

Public promotion of the TFW

Inputs: development of ToR for businesses evaluation committee³⁷; appointment of evaluation commission members, organization of meeting to discuss regulatory framework and address any issues; two Action team members committed to this task, no budgetary allocations.

3.5 Field promotion of new affirmative measures as well as the TFW

Description: Not all women have the same access to information and therefore it has been envisaged that the TFW be promoted locally at the grassroots level, making sure that women from rural areas as well as from urban areas have the opportunity to learn about this new financial mechanism. The following activities will be conducted between the 6th and 12th months of Year 1:

a) *Develop the media plan for promotion*

Inputs: draft media plan in accordance with the work plan and media presence in each of the 21 municipalities; two Action team members committed to this task; No budgetary line.

b) *Field promotional events in 21 municipalities*

Inputs: organization of two local information sharing events in 21 municipalities; two Action team members committed to this task. Budget line: 2.2.1

c) *Adverts in national press*

Inputs: prepare advertisement texts, clips and contract local media, two Action team members committed to this task. Budget lines: 5.16 and 5.1.7

3.6 Counselling to develop women's business ideas

Description: Business ideas considered by women in the field will be challenged towards market/labour needs and therefore their sustainability and development capacity. This demanding, filtering process will require the following activities that will be conducted between the 6th and 12th months of Year 1:

³⁵ As per prior agreement with the EUD to MNE

³⁶ Both the mandate and ToR for the managing entity of the TFW will be agreed with the EUD

³⁷ In agreement with the EUD to MNE

- a) *Contract the consultant to provide counselling*
Inputs: ToR development³⁸, advertising, interview selection, contracting one person for 180 days, develop work plan and methodology adoption; two Action Team members committed to this task. Budget line 1.3.11.
- b) *Organize consultation meetings in the field with interested women*
Inputs: organize 21 consultation meetings of interested women and national consultant; during 3 weeks period; two Action team members committed to this task. Budget lines 1.3.11 and 5.14.
- c) *Collection of concept business ideas and selection of best ones by the consultant*
Inputs: collection mechanisms development, analyses of ideas and selection, 14 days national consultant commitment and two Action team members committed to this task
- d) *Follow-up meetings in the field of the consultant with selected women. Budget line 1.3.11.*
- e) *Inputs: organization of 21 meetings with women holders of best business ideas and further consultations, 14 days national consultant commitment, two Action team members committed to this task. Budget line 1.3.11.*
- e) *Assistance in the development of business plans*
Inputs: 40 working days of national consultants to support development of women's business plans, two Action team members committed to this task. Budget line 1.3.11.

3.7 Submission of business plans to the Commission

Description: Once fully-fledged plans have been developed they will be submitted and presented to the TFW Evaluation Commission and following actions have been envisaged to be conducted between the 10th and 12th months of Year 1:

- a) *Evaluation and Commission selection of best proposals and approval of loans*
Inputs: evaluation commission and national consultant 7 working days; two Action Team members committed to this task. Budget line:5.15
- b) *Ongoing counselling for women entrepreneurs – users of TFW*
Inputs: 20 working days of the national consultant committed to the field cancelling, two Action team members committed to this task. Budget line 1.3.11.

3.8 Ensuring sustainability of the TFW beyond the end of project duration

Description: TFW will be first of its kind of a micro credit revolving fund specifically targeting women. Its regulatory framework will be an innovative financial mechanism in the Montenegrin economic environment and therefore periodic evaluation of its functioning will be essential to re-address the specific needs of women and further adjust it if necessary. The following activities will be conducted between the 6th and 12th months of Year 2 and will be continued throughout Year3:

- a) *Period review of financial sustainability of the TFW*
Inputs: management mechanism for the TFW 10 working days' commitment; two Action Team members commitment to this task. Budget line 5.7.9

In order to raise awareness among women on entrepreneurship, training programmes and promotional campaigns to support female entrepreneurship will be implemented as follows:

3.9 Organization of seminars for training of female entrepreneurs – users of TFW on management marketing, finance, legislative aspects of business running

Description: Additional training to improve business skills of female entrepreneurs will be conducted through the following activities that will be conducted in the first 6 months of Year 2:

- a) *Organization of training for women entrepreneurs with Directorate for Small and Medium-sized Enterprises*
Inputs: organising 3 one-day training workshops for female users of TFW; two Action team members committed to this task. Budget line: 5.7.10

3.10 Organization of an event related to the International Female Entrepreneurs' Day

³⁸ As per prior agreement with the EUD to MNE

Description: Marking International Women's Day presents an excellent opportunity to join the global family of NGOs, CSOs, public institutions and donors who are making extra effort to support women's economic empowerment and specifically women's entrepreneurship. Therefore the following actions have been envisaged and will be conducted in the second quarter of Year 2 and the second quarter of Year 3:

- a) *International Women's Day Conference*
Inputs: organization of a two-day event for 50 participants in the coastal area of MNE; three Action team members committed to this task. Budget line: 5.7.11; 5.4.1 and 5.4.2
- b) *Media plan and promotional activities*
Inputs: prepare Media plan and establish close cooperation with the media; two Action team members committed to this task. Budget line 5.13

In order to develop a critical mass of self-employed women, the development of a network of women entrepreneurs, including the following activities, will be supported:

3.11 Organization of annual meetings of female entrepreneurs to monitor and advise

Description: Cooperation and interaction between female entrepreneurs represents one of the main components in networking and knowledge-sharing between users of TFW. Therefore, the following activities will be conducted throughout Year 3:

- a) *Annual meetings of TFW users*
Inputs: organization of one day meeting of TFW users in the Podgorica area, two Action team members committed to this task; Budget lines 5.7.12 and 5.13
- b) *E-network establishment*
Inputs: development of the e-net for TFW users and maintenance of network with data, information, briefers, etc; two Action Team members committed to this task, No budgetary line.

3.12 Organization of field visits with bank officials

Description: The fact that women are favourable clients to the banks and micro-credit institutions even in circumstances when they do not fulfil all the requirements can be justified as good business to commercial banks. Therefore, activity on the promotion of favourable/affirmative measures for female entrepreneurs has been integrated in these Project/Action activities that will be conducted throughout Year 2 and Year 3:

- a) *Organization of visits to the TFW users*
Inputs: 3-working-day visits to selected female entrepreneurs and presentation of financial modality, three working days of national consultant committed and two Action team members committed to this task. Budget lines 1.3.11 and 5.13.

In order to support disadvantaged women's employment the following activity will be implemented:

3.13 Advocacy for a tax-free system for employers who employ disabled women and women over 50 years of age

Description: Female users of TFW should be developed as leaders not only in their own businesses but also in terms of socially-oriented actions. Therefore their joint effort to support other women who need support and to conduct socially-oriented action is an added value to this empowerment process. Therefore, specific joint action of female TFW users and partners involved has been envisaged as the following and conducted throughout Year 3:

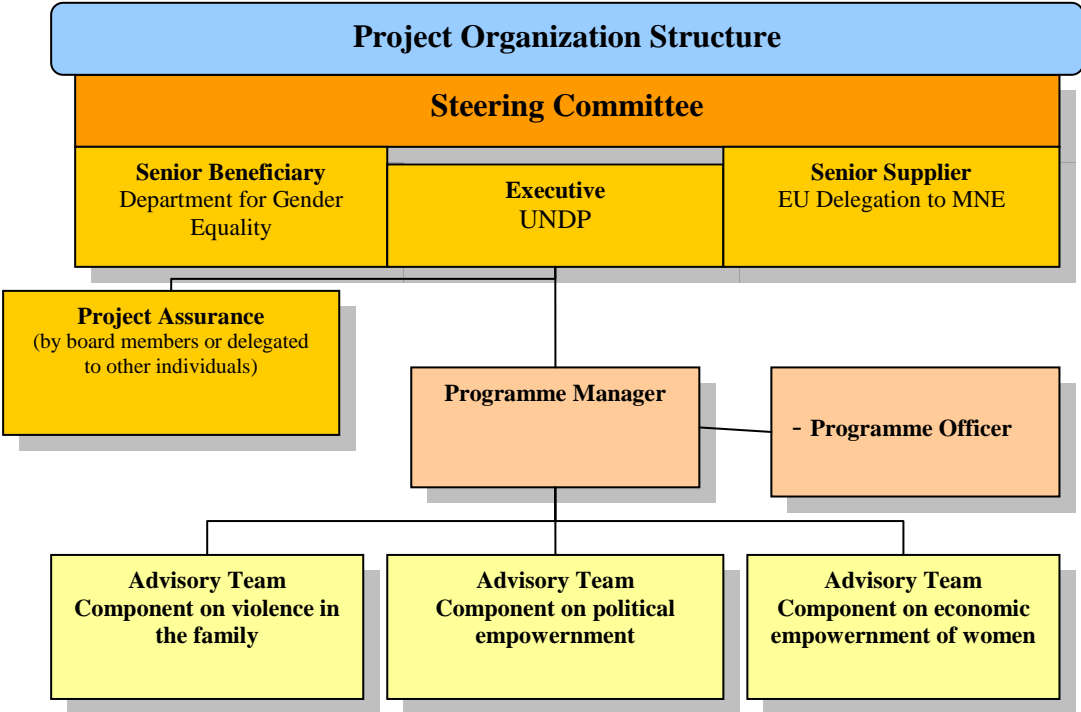
- a) *Analysis of the tax system and arguments for the introduction of a tax-free system for disabled women and women over 50 years of age*
Inputs: 5 working days of national consultant, 10 working days of female entrepreneurs, two Action team members committed to this task; Budget line 1.3.11
- b) *Development of the advocacy campaign plan and tools*
Inputs: 5 working days of national consultant, 10 working days of female entrepreneurs, two Action team members committed to this task;
- c) *Public promotion and advocacy activities for the tax-free system for employers who employ disabled women or women over 50 years of age*
Inputs: media plan development, 5 days of TFW users and two Action team members committed to this task. Budget line 5.13

3.14 External evaluation

Description: Objectives achieved, lessons learned and best practices will be assessed through external evaluation which will be conducted upon completion of the Project/Action. The following activities will be conducted as per UN and EU standards and during the last quarter of Year 3:

- a) *Contract evaluation body to conduct the external evaluation towards the completion of the Action – component 3*
Inputs: ToR development³⁹, advertising, interview and desk assessment selection, contracting, work plan and methodology adoption; three Action Team members committed to this task. Budget line 5.4
- b) *Evaluation presentation to Action Component 3 stakeholders and counterparts*
Inputs: organize meeting for approx. 50 participants to present the main findings of the external evaluation and discuss recommendations. No budgetary line.

1.8. Methodology (max 4 pages)



The UNDP has adopted the internationally recognized PRINCE II standard project management methodology, which will be used for day-to-day project implementation. A Steering Committee will be established. The Steering Committee will be a formal, decision-making body, tasked with ensuring smooth information flow and decision making between all partners involved (Delegation of the EU to MNE, Ministry of Human and Minority Rights - Department for Gender Equality and the UNDP). Steering Committee meetings will be held quarterly over the three-year period of the Project duration. Furthermore the Steering Committee will discuss and adopt annual work plans, review them periodically and evaluate them on an annual basis. The Steering Committee will make decisions in regard to specific and the most demanding and/or outstanding interventions during Project/Action implementation.

³⁹ As per prior agreement with the EUD to MNE

Due to the Project/Action complexity and three demanding components to be implemented (political empowerment, economic empowerment and the fight against violence in the family), the project will gather a wide range of experts in order to meet the strategic demands and maximize the project impact. This will be done through establishment of Advisory Teams within each of three components that will consist of prominent experts in the field and will represent informal advisory bodies of the Project.

Advisory Teams' task will be to ensure effective information and knowledge transfer in regard to specific issues related to each of the three components. Advisory Team members will be selected/invited by the Steering Committee and will be on a voluntary basis. Advisory Team structures will be flexible and could be further enlarged dependent on Steering Committee opinion. Advisory teams will be chaired by an individual chosen by the Steering Committee on a six-month rotational basis. The Advisory Team will meet on a quarterly basis and as well as on an ad-hoc basis, at the request of the Steering Committee. As informal advisory bodies, Advisory Teams will not have any managerial responsibility but would be used as a resource and knowledge pool that will help the Steering Committee implement the project with the utmost success.

Advisory Team for Component I (proposed structure to be further discussed by SC):

Delegation of European Commission representative, Head of Department for Gender Equality and UNDP Programme Manager, Ministry for Social Welfare, representatives of multidisciplinary teams from the local level, police, prosecutor, social worker and NGO representatives.

Advisory Team for Component II (proposed structure to be further discussed by SC):

Delegation of European Commission representative, Head of Department for Gender Equality and UNDP Programme Manager; Parliamentarian Committee for Gender Equality, 2 political party representatives, 2 political party women's forum representatives and CSO representative.

Advisory Team for Component III (proposed structure to be further discussed by SC):

Delegation of European Commission representative, Head of Department for Gender Equality and UNDP Programme Manager; Investment Fund representative, Agency for Small and Medium-sized Enterprise Development and CSO.

Members of Steering Committee will be also participating at the Advisory Team meetings through which direct interaction, information flow and knowledge transfer will be ensured.

It is critical that representatives of all relevant ministries give support to the implementation of the IPA Gender project, translated into participation in advisory boards which would also ensure active cooperation and a good learning opportunity for all participants in this process.

Component I – Violence against women and violence in the family

A strategic approach in fighting violence in family will be conducted at both, national and local levels through simultaneous consultations with existing multidisciplinary teams working in several municipalities. At the same time, regional best practices from Croatia and Bosnia-Herzegovina will be explored and reviewed through in-depth desk research which will provide comparative policy and procedural frameworks for further analysis. Practitioners from local and national levels in MNE will study best applicable practices, based on which the Montenegrin framework will be developed.

Capacity development which will address individual and institution-level capacity has been integrated through planned project interventions in order to ensure top-bottom, horizontal and bottom-up knowledge and experience sharing. By doing this, multidisciplinary teams which consist of policy makers, practitioners and representatives of different institutions, will have full insight into and understanding of the problems which occur in daily practice and will enable them to identify ways to improve them.

At the same time, as a beneficiary-client-oriented Project, a number of preventive and supportive interventions will be conducted. The UNDP will initiate public-private partnerships for the establishment of a universal SOS line for victims of family violence in MNE which will ensure not only free and easy access for victims to services but also an entry point for the standardization of a database for cases of DV reported in MNE.

Preventive and awareness-raising work will be based on a standardized training methodology for teachers of civic education who should cover this topic as per their existing teaching curriculums. At the same time, if skills and understanding of problems by teachers are enhanced, lectures to secondary school pupils will ensure significant awareness and a preventive impact.

This first large-scale intervention in regard to violence against women and violence in the family will additionally put an emphasis on decentralization and a multidisciplinary approach to resolving and treating cases of domestic violence.

Synergies with other initiatives conducted so far – several NGOs committed to the fight against violence in the family have been actively contributing to the establishment of a close partnership between stakeholders relevant in this work, where primarily we think of the police, judiciary, social welfare centres, NGO shelters and SOS lines. There were several joint initiatives with the UNDP on building capacities to report to international organizations and UN treaties in regard to this problem, as well as to improve coordination of their work. The most significant achievement of all the parties involved so far, was a joint work between UN resident agencies in MNE, CSOs, regional experts and gender mechanisms on the draft Law on protection against violence in the family. This draft Law integrated the best Austrian and Croatian practices and was welcomed by a large number of stakeholders as it introduces new legal measures that will protect victims of violence, have a preventive impact and will enable institutions to coordinate better. At the moment this draft Law has been approved by the Government and is in Parliamentary procedure for further discussion and approval.

Adoption of the Law on protection from violence in the family will present a strong basis for the future work of multidisciplinary teams, and therefore presents a strong ground for this Project intervention which will gather all stakeholders from respective institutions to CSOs.

Component II – Political Empowerment of Women

Tackling the issues of political empowerment of women involves a large coalition of different stakeholders at all levels interested in achieving results in this challenging field of participative democracy. Therefore, this Programme is envisaged to engage parliamentarian political parties, relevant Parliamentarian Boards and political party leaders jointly with international organizations and CSO who will jointly review best practices in the region and Europe, undergo educational training and strengthen the advocacy network for enhancing the set of three relevant laws (the Electoral Law, Law on Political Parties and Law on the Financing of Political Parties).

This demanding task will be conducted with advocacy activities of the women's political network at the grassroots level and local political party level and furthermore with the support of international organizations and the Parliamentary Committee for Gender Equality at the national level.

Political party leaders and members of the main and presidential boards will be specific target groups for some training sessions and awareness-raising activities that will ensure understanding of the initiative and gain as much support as possible in this work of empowering women.

Making sure that the overall advocacy work fully relies on the in-depth assessments and complex political and social analyses of the overall political and social system, it was planned to collect this information during the first two phases of the project. Namely, a desk survey of best EU practices will show a politically popular and justifiable path for the empowerment of women, while follow-up assessment of political party platforms, architecture, programmes and statutes will ensure better understanding of entry points for the advocacy for the women's quota system and therefore results in this Project.

Party leaders have always been the most powerful and influential figures on the political scene, therefore special attention and an advocacy programme will be developed to gain their support. In this process both governing and opposition political party leaders have been targeted as partners to gain.

Synergies with other initiatives conducted so far - political party women's groups in cooperation with NGOs and Norwegian People's Aid have for several years organized training programmes for the empowerment of women in politics. These training sessions have resulted in the founding of several women's forums within political parties which are supposed to provide an important in-house lobby for women's rights including the political participation of women. Furthermore, 7 years ago, NGOs started an initiative of MoU signing for the introduction of quotas for women just before the elections which unfortunately all political leaders signed in front of the media, but no-one fulfilled. In addition to this, no-one has called on them to face up to the consequences of this politically irresponsible behaviour and there was no public interest in raising this issue.

The Parliamentary Committee for Gender Equality has discussed a draft of the new Electoral law and raised the issue of the introduction of quotas for women. Although it was promised to be discussed, it has never been addressed as there is no political interest nor has any diplomatic pressure been applied from the international community.

Component III – Economic Empowerment of Women

This Project component sets up at the grass roots level module for the support to women who are experiencing multiple discrimination in the business sphere. Project will provide overview of economic interventions, their gender impact and, at the same time, requirements for further improvements in regard to gender responsive approach.

The Action will be implemented simultaneously at national and local level.

Efforts at the national level will focus on support for the Ministry of Finance and recently established Investment Fund for increasing of their capacities to monitor, evaluate and supervise decentralized approach and enhancement of economic opportunities for women's entrepreneurship (Result 3). Additionally, Investment Fund will be strengthened to develop minimum standards and policies for women entrepreneurship as well as setting up of the so called Trust Fund for Women. These will be built on achievements made by UNDP and other donors in this area so far in the region as well as in the world, where Trust Funds for women have been proved as most efficient mechanisms in breaking institutional and system barriers for women to start up businesses which neglect their potentials and reduce their economic opportunities significantly. Trust up funds for women will be set up in partnership between Delegation of EC, UNDP, Department for Gender Equality and Investment Fund and will provide special loan requirements which will enable women, non-land or non-real estate owners to gain financial support for their ideas.

TFW will be based on re-funding principles or funds rotating principle. Trust Fund for Women will be established within Investment Fund of the Ministry of Finance and will ensure detailed review of the business funding opportunities at the financial market for women but also daily monitoring of their businesses developments. Such approach will provide detailed insight and evaluation of the TFW and its financing mechanism.

The concept of the TFW is based on a revolving fund, meaning that returned loans in the fund will be reinvested through new grants for women in business. Activities at the local level will be run and supervised by the UNDP, Department for Gender Equality and a consultant in order to ensure grassroots information sharing even in rural areas. The second field intervention will be focused on more detailed consultation meetings with interested women and briefings on valid business ideas in regard to market research. The third on-field intervention will be consultant support for the development of a business plan for the most successful ideas and support in submission to the Trust Fund. The fourth phase will enable on-field consultations and monitoring

of the process of running women’s businesses and development trends which will enable individual capacity building

Such a demanding two-fold approach at the level of institutions and at the level of individuals will ensure capacity development of institutions and settlement of the infrastructure for applicable modules of women’s economic empowerment. This financial module will be further promoted to micro-credit organizations and banks.

Evaluations - One mid-term evaluation and a final evaluation of the project will be conducted, as an integral part of the Project implementation.

The organizational structure and team proposed for implementation of the Program/Action

Steering Committee: Delegation of the European Commission representative, Head of Department for Gender Equality, Ministry of Human and Minority rights and the UNDP Programme Manager

Executive team:

Programme Manager	(full-time)	36 months
Programme Officer	(full-time)	36 months

The implementation of the Project will be supervised by the **Programme Manager**. Apart from regular supervisory responsibilities, the Programme Manager needs to ensure full coordination with a) other EC initiatives focusing on violence in the family, political and economic empowerment; b) other UNDP and UNCT initiatives focusing on violence in the family, political and economic empowerment; and c) the work of other donors in those three fields. In addition, the Programme Manager will be responsible for ensuring that the UNDP fully cooperates and coordinates its work with the EC grants mechanism and visibility activities – as envisaged in the IPA 2010 Gender Programme. The Programme Manager is responsible for supervising the work of the team, cooperation with Ministry of Human and Minority rights, Department for Gender Equality and project reporting

The **Programme Officer** is responsible for managing the process within daily responsibilities, under the Programme Manager’s guidance related to service providing, coordination with partners and support in overall Programme implementation oversight. Furthermore, the Programme Officer will support training processes, procurement and HR requirements as well as ensure smooth project implementation working closely on a daily basis with its Governmental counterpart - the Department for Gender Equality. Furthermore, the Programme Officer will provide services in regard to issuance of UNDP contracts to international and national consultants as well as issuance of Agreements with NGOs in regard to specific actions to be undertaken by them. Procurement will be required in tendering and contracting public campaigns, researches, studies, assessments and other similar actions foreseen by this action.

All procurement and recruitment procedures will be conducted in accordance with UNDP rules and regulations. The project will select and hire experts as required according to the profiles identified in comprehensive Terms of Reference, which will include specific requirements for each project fiche. ToR will be developed at the beginning of the project implementation and approved by the EC Delegation. The Call for expressions of interest for international experts with this TOR will be published at the beginning sequence of the project. Based on the applications received, the project will develop a list of potential experts for each assignment. All experts must be independent and free from conflicts of interest in the responsibilities accorded to them.

The selection procedures used by the project will be transparent, and based on pre-defined criteria, including professional qualifications, language skills and work experience (based on UNDP administrative procedures). The Gender Programme Team shall organize the selection of all experts. The list of short-listed experts for each identified area will be submitted to EC

Delegation for approval. For recruitment of experts Gender Programme Team shall set up a selection panel consisting of at least one representative of Department for Gender Equality and related line ministry. EC Delegation may have representative in selection panels also. To ensure transparent selection procedure, such panel shall define a standard evaluation form, to be filled by its members for the selection of each expert. The findings of the selection panel shall be recorded, and the evaluation forms signed by each of its members shall be kept by the Gender Programme Team/UNDP.

1.9. Duration and indicative action plan for implementing the action

The duration of the action will be 36 months.

The Action Plan for Year 1 of Project implementation is as follows:

Year 1													
	Semester 1						Semester 2						
Activity	1	2	3	4	5	6	7	8	9	10	11	12	Implementing body
Activities contributing to Result 1: A sustainable and efficient system for the protection of victims of domestic violence has been established and sustainable measures to combat domestic violence have been introduced.													
<i>1.1 Conduct assessment of the existing procedures, regulations and institutional collaboration regarding domestic violence and violence against women and girls</i>													UNDP and DGE Advisory Board and relevant stakeholder for the action
<i>1.2 Draft the Code of Conduct for combating and preventing domestic violence and violence against women and girls and submit for adoption and signing by the Police Directorate, Ministry of Social Welfare and Ministry of Health, the Ministry of Justice, the judiciary and NGOs</i>													UNDP and DGE Advisory Board and relevant stakeholder for the action
<i>1.3 Prepare a base-line study on violence against women and domestic violence in Montenegro</i>													UNDP and DGE Advisory Board and relevant stakeholder for the action
<i>1.9 Establish regular coordination meetings of all parties involved in the assistance aimed at victims of gender-based violence</i>													UNDP and DGE Advisory Board and relevant stakeholder for the action
<i>1.6 Develop training curricula and manuals and conduct a "training for trainers" (20 trainers) programme for members of multidisciplinary teams</i>													UNDP and DGE Advisory Board and relevant stakeholder for the action
Activities contributing to achievement of Result 2: gender sensitivity of political parties and administrative authorities strengthened													

1.4 <i>Establish a national, centralized database on violence against women and domestic violence in the judiciary, prosecution, police, health institutions, social welfare centres;</i>					UNDP and DGE Advisory Board and identified relevant stakeholder for the action
1.5 <i>Establish local multidisciplinary teams in 10 municipalities for the assistance of victims of violence against women;</i>					UNDP and DGE Advisory Board and identified relevant stakeholder for the action
1.7 <i>Prepare and implement training programme for professionals working in support services for victims of gender-based violence (400 individuals in ten municipalities; two training sessions for 20 professionals each);</i>					UNDP and DGE Advisory Board and identified relevant stakeholder for the action
1.8 <i>Establish a national SOS line for victims of gender-based violence;</i>					UNDP and DGE Advisory Board and identified relevant stakeholder for the action
1.9 <i>Establish regular coordination meetings of all parties involved in the assistance aimed at victims of gender-based violence;</i>					UNDP and DGE Advisory Board and identified relevant stakeholder for the action
1.10 <i>Develop a training module for elementary and secondary schools teachers and psychologists on preventing and combating domestic violence and violence against women and girls ;</i>					UNDP and DGE Advisory Board and identified relevant stakeholder for the action
1.11 <i>Train teachers of civic education in elementary and secondary schools in teaching prevention and combating domestic violence and violence against women and girls;</i>					UNDP and DGE Advisory Board and identified relevant stakeholder for the action
1.12 <i>Include the topic “domestic violence and violence against women and girls” in the curricula (civic education) of elementary and secondary schools</i>					UNDP and DGE Advisory Board and identified relevant stakeholder for the action
1.13 <i>Develop the idea and the ToR for a public awareness campaign on domestic violence and violence against women and girls</i>					UNDP and DGE Advisory Board and identified relevant stakeholder for the action
1.14 <i>Employ an agency to conduct a nationwide awareness campaign (visual identity, print, promotion and broadcasting);</i>					UNDP and DGE Advisory Board and identified relevant stakeholder for the action

1.15 Organize campaigns on domestic violence and violence against women and girls in Roma settlements in close cooperation with NGOs working with and in Roma settlements;					UNDP and DGE Advisory Board and identified relevant stakeholder for the action
1.16 Conduct annual assessments of knowledge, awareness and attitudinal change through standardized interviews;					UNDP and DGE Advisory Board and identified relevant stakeholder for the action
1.17 External Evaluation					UNDP and DGE Advisory Board and identified relevant stakeholder for the action
Activities contributing to achievement of Result 2: Gender sensitivity of political parties and administrative authorities strengthened					
2.4 Organize training and exchange of lessons learned by local NGOs/CSOs, regional partners and partners of EU member states (in Montenegro);					UNDP and DGE Advisory Board and relevant stakeholder for the action
2.5 Prepare the Amendment to the Electoral Law, Law on Political Parties and Law on the Financing of Political Parties and submit for adoption;					UNDP and DGE Advisory Board and relevant stakeholder for the action
2.6 Prepare and conduct promotion and advocacy of the affirmative actions, taking into consideration lessons learned by local, regional and international partners;					UNDP and DGE Advisory Board and relevant stakeholder for the action
2.7 Conduct an in-depth assessment of the parliamentary political parties' programmes and statutes as well as of the participation of women in political parties;					UNDP and DGE Advisory Board and relevant stakeholder for the action
2.8 Organize advocacy study tour with political parties' leaders/representatives to one EU country;					UNDP and DGE Advisory Board and relevant stakeholder for the action
2.9 Organize a thematic round table on the status of women in political parties (40 participants from political parties, Government, Parliament, CSOs, scientific academia, international organizations and universities);					UNDP and DGE Advisory Board and relevant stakeholder for the action
2.10 Drafting and signing of MoU between the Government Department for GE and the Parliamentary CGE;					UNDP and DGE Advisory Board and relevant stakeholder for the action

2.11 Prepare and conduct training for 20 trainers for members of the CGE and the HRC;					UNDP and DGE Advisory Board and relevant stakeholder for the action
2.12 Design and implement educational seminars for 60 MPs on gender equality;					UNDP and DGE Advisory Board and relevant stakeholder for the action
2.13 Establish a network for the political empowerment of women with interested NGOs and CSOs;					UNDP and DGE Advisory Board and relevant stakeholder for the action
2.14 Conduct advocacy campaign for the introduction of affirmative actions in the electoral system;					UNDP and DGE Advisory Board and relevant stakeholder for the action
2.15 External evaluation					UNDP and DGE Advisory Board and relevant stakeholder for the action
Activities contributing to the achievement of Result 3: Women's entrepreneurship and employment enhanced through the development and implementation of specific measures					
3.8 Ensuring sustainability of the TFW beyond the end of the project duration;					UNDP and DGE Advisory Board and relevant stakeholder for the action
3.9 Organization of seminars for training of female entrepreneurs – users of the TFW on management, marketing, finance, legislative aspects of business running;					
3.10 Organization of an event related to International Female Entrepreneurs Day (15 May); media conference of results achieved;					UNDP and DGE Advisory Board and relevant stakeholder for the action
3.11 Organization of regular meetings of female entrepreneurs to monitor and advice;					UNDP and DGE Advisory Board and relevant stakeholder for the action
3.12 Organization of field visits with bank officials;					
3.13 Advocacy of the tax-free system for employers who employ disabled women and women over 50 years of age					UNDP and DGE Advisory Board and relevant stakeholder for the action
3.14 External evaluation					UNDP and DGE Advisory Board and relevant stakeholder for the action

1.10. Sustainability (max 3 pages)

Overall, the project 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. Secondly, since the project contains a

financial component, it aims to build the skills and capacities of beneficiaries so as to promote long-term sustainability.

The project requires the coordinated commitment of several government institutions, Parliament, NGOs, financial institutions and the private sector, and as such, promotes a level of collaboration and networking that in themselves increase sustainability.⁴⁰ Given that the project is based on the National Action Plan for Gender Equality, the analyses and inputs of all relevant institutions have been integrated. The Action/Project will contribute to the achievement of better coordinated institutional support for victims of violence in the family, where the overall trend could be compared with the EU average in regard to reported cases, prosecuted cases and developed monitoring and prevention mechanisms. Achievement of such results would further contribute to a decrease of cases of violence in families, a more victim-friendly institutional environment, and better institutional protection.

In the political sphere, the Project/Action will follow a three-fold approach in order to ensure the sustainability of results, to be used as a basis for further political empowerment of women. Political parties will go through a gender sensitization process. Women in political parties who are trained, networked, and supported by a number of stakeholders will generate a new political culture and trends that will further impact the empowerment processes.

Self-recognition and economic independence are the most effective instruments of empowerment. Women who gain economic support, start up their own businesses and are empowered at the personal/family level, will also act as role models for other women. Institutions that will be engaged in the monitoring of those developments will be convinced of the sustainable mechanism of a revolving fund and will be encouraged to invest further. This will, in years to come, present a visible instrument for success stories of the financial mechanisms that is client-oriented, looks into individual needs, applies socially responsible policies and capitalizes on the human potential stored in the female labour force enabled by visible and non-visible gender-stereotyped obstacles.

This Project/Action design is aligned with a number of on-going initiatives and drafts laws. The condition for each of the project components is that they assume that **risk management** up to a certain level has been successful, resulting in the following preconditions:

Component 1 - Violence against women

- a) The Code of Conduct signed by all relevant institutions and organizations (Ministry of Health, Ministry of Labour and Social Welfare, Police Directorate, Prosecution, Courts, NGOs);
- b) Courts establish a database on trials and a profile of cases of domestic violence;
- c) Heads of relevant institutions are willing to assign individuals that will commit work time to multidisciplinary commissions at national and local levels;
- d) The Ministry of Education includes violence against women and girls and domestic violence in the primary and secondary school civic education curricula
- e) Media open and supportive towards the issue of domestic violence.

Component 2 - Political empowerment of women

- a) Political parties open to accept and implement suggestions regarding gender-sensitive policies;

⁴⁰ Ministry of Labour and Social Welfare, Ministry of Health, Police Directorate, Prosecution, courts, local governments, parliamentary political parties, Parliamentary Committee for Gender Equality, NGOs, Ministry of Finance, Directorate for Small and Medium-sized enterprises and banks.

- b) Politicians interested in becoming trainers for gender equality in politics;
- c) Agreement on the establishment of a partnership between two national gender mechanisms (Governmental Department for Gender Equality and Parliament Committee for Gender Equality);
- d) Willingness of political party/ies from EU member state(s) to support capacity development and advocacy for quota;
- e) NGOs interested in increasing capacities to monitor and report on the implementation of gender equality policies.

Component 3 - Economical empowerment

- a) State institutions such as the Directorate for Small and Medium-sized Enterprises, SMEDA, interested in establishing partnerships with the Department for Gender Equality and participating in the Project;
- b) The Ministry of Finance, Investment Fund, banks and financial institutions open to cooperation and support towards the Trust Fund for Women's start-up activities (TFW);
- c) Women interested in applying for the Trust Fund for Women.

Policy level sustainability:

Component 1

All policy-level work will build on priorities identified by the Government in the National Action Plan for Gender Equality, adopted in 2008, in the area of violence against women. As planned in those policy documents of the Law on Protection from Violence in the Family, follow-up by-laws and other regulatory acts that build on the draft law should be accordingly finalized.

Component 2

Adoption of the CEDAW and Optional Protocol as well as EU accession process require upgrading and enhancement policies which regulate affirmative actions and ensure a stronger presence of women in politics. Therefore policy-level sustainability should be strongly ensured once all interventions are introduced and integrated into the existing political system. Furthermore, the Action will address three relevant laws which will significantly impact on the sustainability of the interventions.

Component 3

Piloting a specific Thematic Fund for women and development of the Strategy on women's entrepreneurship is designed to ensure policy-level impact. Such interventions would provide the framework and methodology to the official financial and banking institutions in terms of usage in women's business potential.

Financial sustainability:

Component 1.

The lack of resources available at the municipal level, particularly in poor municipalities represents one of the biggest sustainability challenges. For this reason, the project design has emphasized the importance of developing mechanisms of support for the work of multidisciplinary teams.

Component 2.

Component 2 of this Project will tackle issues of financial sustainability through intervention in the Law on financing 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.

Component 3

A regulatory framework for the TFW and Agreement will be signed with the intent to ensure that over a period of time the TFW as a revolving fund will not change its nature and primary recipient group, which in this case is women. On the contrary, additional efforts will be made so that, based on the success of TFW in three first years, the TFW financial portfolio is further enlarged.

Institutional level sustainability:

Component 1.

Any training programmes to be designed or training of trainers to take place will be submitted for accreditation and certification with the UNDP and Gender Equality Department. This ensures that the local partners can continue to utilize such trainings irrespective of the Project and that those who pass the trainings receive certification which is recognized by the official gender institution. Furthermore, multidisciplinary teams are envisaged as an inter-institutional coordination mechanism recognized by all stakeholders involved.

Component 2.

Political party structures would necessarily reflect changes in their institutional architecture if the results of the Project are achieved. These changes would be reflected not only in policies but also as practice has proved, at the institutional level as well.

Component 3.

The Trust Fund for Women would be institutionalized with the Government Investment Fund which would integrate this mechanism as a long-term investment and support programme for women. As per the Agreement to be signed and regulatory framework it will be ensured that the TFW mandate and ownership could not be changed over time but should remain as a primarily financial supportive mechanism for women entrepreneurs.

1.11. Logical framework

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objective	The status of women – reflected in personal integrity, economic advancement and political representation – has improved.	<p>a) An overall positive trend of decreased levels of domestic violence against women as compared to the baseline survey of 2007 (65% of women experience some form of violence from a husband or partner) observed during surveys in 2011 and 2014</p> <p>b) The number of gender-sensitive laws and parliamentary initiatives rise by 5% every year in the five years after the end of the project</p> <p>c) The unemployment gap between men and women decreases by 0.3% per year after 2014; by 2017 there is no longer a higher unemployment rate for women as compared to men.</p> <p>d) An improved ratio of female to male owners and managers of entrepreneurship growing by 1% every year after 2014 (currently at 16% female to 84% male businesses, 1% = 160 businesses).</p>	<p>a) NGO reports, police reports, Social Care Centre reports</p> <p>b) Political parties' structure and Parliamentary and Governmental composition</p> <p>b1) Local development plans, Local Assembly reports, Local Development Plans and Gender Analyses</p> <p>c) Employment Bureau reports and statistics</p> <p>d) Plan for development of women's entrepreneurship and Government decision of financial stimulation and support to female entrepreneurs</p> <p>e) Evaluation Report findings and recommendations of the Gender Project IPA 2010</p>	Effective, responsive, accessible and supportive systems willing to promote and protect the rights of women, including both formal and informal processes, with due consideration for the rights of poor, minority women and women from vulnerable groups.
Specific objectives	<p>Improved conditions for the implementation of the three specific components of the National Action Plan for Gender Equality:</p> <p>(i) Violence against women and domestic violence;</p> <p>(ii) Political empowerment of women, and</p> <p>(iii) Economic empowerment of women</p>	<p>a) An increase in the number of reported cases of violence of 25% by end 2013; baseline (2008) - annually 507 cases reported to the police and 345 to NGOs</p> <p>b) At least 30% of reported women victims of violence received support and protection from multidisciplinary teams at the national and local levels by the end of the project; continued positive trend after that</p> <p>c) 80% of supported women express satisfaction with support provided;</p> <p>d) 100% of domestic violence trials are</p>	<p>Annual NGO reports</p> <p>Annual Police reports</p> <p>Annual Social centres data</p> <p>Annual Health institutions data</p> <p>Annual Court and Prosecution data</p> <p>Quota in Electoral Law</p> <p>Political Party Lists</p> <p>The electoral lists and composition of the Parliament after elections in 2013</p> <p>Business register</p> <p>International organizations' reports on the protection of human rights, especially</p> <p>Official</p>	<p>Continued positive trend for introduction of gender equality in all areas on National policy</p> <p>Willingness of institutions to strengthen cooperation</p> <p>Political parties implement a gender equality component introduced in statutes and</p>

		<p>transparently and systematically recorded in court database by the end of the project; database is updated and maintained after the project;</p> <p>e) At least 20% of parliamentarians are women (up from 11% in 2009) in the Parliament by 2013 elections; rising to 30% after 2017 elections;</p> <p>f) Women constitute at least 20% of the main and executive boards of 5 parliamentary political parties by 2013 elections (from 12% in 2009); rising to 30% after 2017 elections;</p> <p>g) 20 women have established an enterprise by the end of the project that still operates three years after foundation;</p> <p>h) 100 women receiving financial and/or other business start-up support annually by 2013, and increasing by 10% annually for the three years after the end of the project.</p>	<p>women's rights</p> <p>Government reports on the implementation of international binding instruments</p> <p>Annual progress report on the implementation of the National Action Plan</p> <p>National Commission reports</p> <p>Statutes and programmes of political parties</p> <p>Working books</p>	<p>programmes</p> <p>Positive attitude towards change in political parties</p>
Expected results	<p>1. A sustainable and efficient system for the protection of victims of domestic violence has been established and sustainable measures to combat domestic violence have been introduced</p>	<p>The Code of Conduct for combating domestic violence prepared and submitted for adoption and signing.</p> <p>A centralized database on violence against women and domestic violence is functional and comprises 100% of all cases reported.</p> <p>100% of all coordination meetings on cases of violence victims are documented and registered in database.</p> <p>10 multidisciplinary teams have been established at the local level and are delivering assistance to victims of violence against women.</p> <p>A countrywide SOS hotline for victims of violence against women is functional.</p> <p>20 certified trainers (90% of members of multidisciplinary teams participated and certified in ToT).</p> <p>400 service providers/professionals trained in applying the Code of Conduct in</p>	<p>Code of Conduct</p> <p>Memorandum of Understanding between all relevant institutions</p> <p>Training report/certificates</p> <p>Trainers reports and evaluations - Annual assessment on behavioural change – Perception survey</p> <p>Curriculum</p> <p>Evaluation of classes on domestic violence by students</p>	<p>Local stakeholders are willing to strengthen inter-institutional cooperation</p> <p>Ministry of Education supportive towards providing lectures on domestic violence in curricula</p>

	<p>their work with victims of domestic violence.</p> <p>75% of women are better informed on service providers and institutional mechanisms assisting victims of domestic violence.</p> <p>All teachers of civil education from elementary and secondary schools trained (2009: 100 teachers).</p> <p>100% of elementary and secondary schools offered lectures on domestic violence</p> <p>50% of all students in the final year of primary education (age 14 years) know all the service providers and institutional mechanisms assisting victims of violence in their municipality and know how to appropriately act when witnessing domestic violence.</p> <p>50% of all students in the final year of secondary education (age 18 years) are able to identify at least five signs of domestic violence</p>		
2. Gender sensitivity of political parties and administrative authorities strengthened	<p>At least 50% of the political parties represented in the parliament have gender sensitized party programmes</p> <p>20 members of the parliament certified as trainers.</p> <p>Training manual developed for the empowerment of women in Parliament developed.</p> <p>Amendments ready for adoption.</p> <p>3 measures to overcome capacity gaps in parliamentary political parties proposed and submitted for adoption.</p> <p>20 trained NGOs/CSO monitor elections.</p>	<p>Cooperation agreement between Parliamentarian Committee for GE, Department for GE, UNDP and Political parties</p> <p>Certificates</p> <p>Manual published</p> <p>Media plan, press clipping and media reporting</p> <p>Proposal document submitted to the Parliament</p> <p>Capacity gap analysis document</p> <p>Certificates</p>	<p>Political parties are willing to cooperate</p> <p>Openness of political parties and readiness to accept suggestions regarding gender sensitivity of internal party documents</p>
3. Women's entrepreneurship and employment enhanced through the development and implementation of specific measures	<p>Plan for women's entrepreneurship developed.</p> <p>100% of the Trust Fund for Women's entrepreneurship activities pledged in women's start-up business ideas</p>	<p>Plan document</p> <p>Business plans</p> <p>Business register</p> <p>Commission assessment reports</p>	<p>Women in urban and rural areas stimulated and active in starting up their own businesses</p>

		at least 20 women's start-up businesses by the end of the project		
Activities	<p>1.1 Conduct assessment of the existing procedures, regulations and institutional collaboration regarding domestic violence and violence against women and girls;</p> <p>1.2 Draft the Code of Conduct for combating and preventing domestic violence and violence against women and girls (three national workshops, including local stakeholders and regional experts) and submit for adoption and signing by the representatives of the Police Directorate, Ministry of Social Welfare (Centres for Social Welfare), the Ministry of Health, the Ministry of Justice, the judiciary (courts and prosecution), NGOs;</p> <p>1.3 Prepare a baseline study on violence against women and domestic violence in Montenegro;</p> <p>1.4 Establish a national, centralized database on violence against women and domestic violence in the judiciary, prosecution, police, health institutions, social welfare centres;</p> <p>1.5 Establish local multidisciplinary teams in 10 municipalities for the assistance of victims of violence against women;</p> <p>1.6 Develop training curricula and manuals and conduct a “training for trainers” (20 trainers) programme for members of multidisciplinary teams;</p> <p>1.7 Prepare and implement the</p>	<p>Means: Consultants engaged; Materials relevant for training Printed materials for campaigns List of participants at training sessions, seminars, study tours</p>		<p>All relevant actors show sensitivity for gender equality. Multidisciplinary teams at the local level financially supported by municipalities. Political parties are willing to incorporate gender equality and quotas for women in their programmes and statutes</p> <p>Banks and financial institutions open to cooperation and establishment of the Trust Fund for Women</p>

<p>training programme for professionals working in services for providing support to victims of gender-based violence (400 individuals in ten municipalities; two trainings per municipality for 20 professionals each);</p> <p>1.8 Establish a national SOS line for victims of gender-based violence;</p> <p>1.9. Establish regular coordination meetings of all parties involved in the assistance aimed at victims of gender-based violence</p> <p>1.10 Develop a training module for elementary and secondary school teachers and psychologists on preventing and combating domestic violence and violence against women and girls;</p> <p>1.11Train teachers of civic education in elementary and secondary schools in teaching prevention and combating domestic violence and violence against women and girls;</p> <p>1.12 Include the topic "domestic violence and violence against women and girls" in the curricula (civic education) of elementary and secondary schools.</p> <p>1.13 Develop the idea and the ToRs for a public awareness campaign on domestic violence and violence against women and girls;</p> <p>1.14 Employ an agency to conduct a nationwide awareness campaign (visual identity, print, promotion and broadcasting);</p> <p>1.15Organize campaigns on domestic violence and violence against women and girls in Roma settlements in close</p>			
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	<p>cooperation with NGOs working with and in Roma settlements;</p> <p>1.16 Conduct annual assessments of knowledge, awareness and attitudinal change through standardized interviews;</p> <p>1.17 External Evaluation.</p>			
	<p>2.1 Conduct a desk survey on best EU practices with regard to political empowerment of women, including quota introduction;</p> <p>2.2 Support the establishment of cooperation with identified entities which are appropriate partners with a good track record regarding political empowerment of women in EU countries;</p> <p>2.3 Establish partnerships with representatives of various parties identified as appropriate partners with a good track record regarding political empowerment of women for information exchange and training;</p> <p>2.4 Organize training and the exchange of lessons learned by local NGOs/CSOs, regional partners and partners of EU member states (in Montenegro);</p> <p>2.5 Prepare the Amendment to the Electoral Law, Law on Political Parties and Law on Financing of Political Parties and submit for adoption;</p> <p>2.6 Prepare and conduct promotion and advocacy of affirmative actions, taking into consideration lessons learned by local, regional and international partners;</p> <p>2.7 Conduct an in-depth assessment of parliamentary political parties'</p>			

programmes and statutes as well as of the participation of women in political parties;

2.8 Organize advocacy study tour with political party leaders/representatives to 1 European country;

2.9 Organize a thematic round table on the status of women in political parties (60 participants from political parties, Government, Parliament, CSOs, scientific academia, international organizations and universities);

2.10 Drafting and signing of the MoU between the Government Department for GE and the Parliamentary CGE;

2.11 Prepare and conduct training for 20 trainers for members of the CGE and the HRC;

2.12 Design and implement educational seminars for 60 MPs on gender equality ;

2.13 Establish a network for the political empowerment of women with interested NGOs and CSOs ;

2.14 Conduct an advocacy campaign for the introduction of affirmative actions in the electoral system;

2.15 External evaluation

3.1 Draft and support adoption of the Plan for the Development of Women's Entrepreneurship including the establishment of Trust Fund for Women's start-up activities (TFW);

3.2 Assessment of women's entrepreneurship status in Montenegro including their problems in accessing credit;

<p>3.3 Development of the regulatory framework for the TFW;</p> <p>3.4 Establishment of the TFW;</p> <p>3.5 Field promotion of new affirmative measures as well as the TFW;</p> <p>3.6 Counselling to develop business ideas;</p> <p>3.7 Submission of business plans;</p> <p>3.8 Ensuring sustainability of the TFW beyond the end of project duration;</p> <p>3.9 Organization of seminars for the training of women entrepreneurs – users of the TFW on management marketing, finance, legislation;</p> <p>3.10 Organization of an event related to the International Female Entrepreneurs’ Day;</p> <p>3.11 Organization of annual meetings of female entrepreneurs to monitor and advise;</p> <p>3.12 Organization of field visits with bank officials;</p> <p>3.13 Advocacy for the tax-free system for employers who employ disabled women and women over 50 years of age;</p> <p>3.14 External evaluation.</p>		
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BUDGET FOR THE ACTION

Please find attached Annex B with detailed budget.

NARRATIVE EXPLANATION OF THE BUDGET

Budget for the Gender Programme IPA 2010 consists of the following Excel sheets

1. Budget
2. Source of funding

The overall budget includes costs for all three components for the period of 36 months (envisaged Project duration) as well as the Budget for the Project Activities envisaged for the first year of the implementation.

The source of funding provides information on funding participation.

Specific budgets provide a clear distinction between budgeted costs for all three components as per the activities described under 1.7 of this Project document. In addition all the budgets related to the three components provide additional budgets for planned activities during the first year of the Project implementation.

PERSONNEL

The **Programme Manager** is responsible for coordination of project activities and reporting on this Action implementation to the EUD to MNE as part of the IPA 2010 Gender Programme. The Programme Manager will be responsible for the overall Programme running and results achieved. Furthermore, the Programme Manager will ensure establishment of partnerships necessary for smooth Programme implementation and will ensure that all three Programme components are implemented in synergy with running initiatives, if there are any, in those fields.

The **Programme Officer** will support the Programme Manager in the creation of an enabling environment for the Programme implementation and full participation of all stakeholders with daily contributions. This staff member will be responsible for overall logistical support to the project as well as financial and administrative requirements. The Programme Officer's salary is integrated into this Action budget at a level of 100%.

CONTRACTING

International and national experts will be selected based on UNDP procurement procedures and the best selected candidates will be holders of UNDP SSA contracts as per general contractual conditions and specific ones described in the tendering documentation. ToRs of all consultants will be agreed with the EUD to MNE while endorsement of selected consultants will be done by the Department for Gender Equality towards the EUD to MNE.

The recruitment process will be consultative with the EU Delegation and beneficiaries. Due to the specificities of the Montenegrin situation for this particular action Terms of Reference and the names of short listed candidates will be shared with the EU delegation and beneficiary in advance of recruitment for opinion to be given in one week. All recruitment will be conducted strictly in accordance with UN procedures.

TRAVEL

Budgeted travel activities refer to the best priced economy class round trip. All national and international consultants will not receive DSAs during their travel, but a lump sum which will include all working days including travel will be signed. Travel DSA costs are relevant only in case of the study trip for politicians during the 4-day long trip to an EU Country where the Norway DSA full rate has been counted in the budget.

CAMPAIGNS – Advocacy and Awareness Raising Campaigns- BL 5.9 and 5.10

There will be two campaigns conducted during the Programme implementation.

Campaigns will address the actual issues, particular problems which might occur and/or priorities defined during the project implementation in both components (violence in family and political participation of women). UNDP will facilitate the consultation processes (for both campaigns) between the Steering Committee and Advisory Team in order to ensure knowledge transfer, discussions and information shared. Based on those, Steering Committee will reach final decision on campaign focus, targeted group, methodology and communication tools to be used.

Based on this agreement and decisions made by the Steering Committee, professional PR companies or NGOs might be contracted to conduct this task. In such cases PR companies or NGOs will be selected as per UNDP Open call competition procedures and by Steering Committee members. In such cases TORs for the campaign will be agreed between the Steering Committee members.

For the above mentioned reasons, financial allocations for both campaigns have been presented within the budget as “global prices” in BL5.9 and 5.10. Steering Committee will decide on the funds division between each of three years of the envisaged Project duration.

OTHER COSTS SERVICES

Studies and research activities will be the subject of UNDP Open call competition procedures for sub-granting activities for NGOs/CSOs.

Printed publications and promotional materials include all costs around the development, design and printing of promotional materials and publications that accompany round tables, conferences and trainings.

Conferences, round tables, public debates, meetings and media events include costs linked to the organization of conferences and other public events, including refreshments, food and accommodation and travel costs of participants.

Evaluation includes the costs of hiring external evaluators that will review implemented activities and provide recommendations.

THEMATIC FUND FOR WOMEN will be established in partnership with the Investment Fund of the Ministry of Finance as a specific line for women entrepreneurs. The UNDP and Department for Gender Equality will ensure investment of € 100,000.00 from this budget while the Investment Fund is expected to invest an additional € 100,000.00 for the specific target group of women. The target group and potential beneficiaries as well as specific loan conditions will be defined in detail by the Advisory Board of the Programme Component 3. The Thematic Fund for Women will be managed on a daily basis by Investment Fund Programme Officers using their loan software and monitoring their payment dynamics. The Investment Fund will prepare monitoring reports and will share them with the Programme Manager, Advisory Board and consultant to be hired for the field work and support to women entrepreneurs. Upon completion of the full cycle of loan repayments, the TFW will ensure further dynamics of re-investments and support to women entrepreneurs. The Advisory Team will be consulted in this process in order to gain accurate and timely information about overall dynamics that might impact TFW work. The contracting authority will receive detailed information and give prior approval on the setting up and working of the Thematic Fund for Women including activities, criteria that will be used to identify the recipients that may receive periodic financial support as well as the repayment parameters.

TRAINING AND COACHING

Capacity building packages/training programmes and manuals/guidelines for violence will be subcontracted to local NGOs/CSOs under the guidance of the UNDP Programme Manager in

order to ensure smooth management and monitoring of service providers. By doing this partnering, NGOs will be able apply for participation in the Project, establish partnerships with relevant stakeholders and, at the same time manage grants in such a way that they meet UNDP and EC criteria. All activities conducted with NGO/CSO support will be developed and guided in such a manner as to enhance a real partnership with the Department for Gender Equality and relevant institutions.

ADMINISTRATIVE COSTS

The Project will also bear the necessary administrative costs such as office supplies, utilities, telephone, etc. - costs linked to the implementation of this project.

In line with the FAFA and UNDP rules and regulations, 7% of the direct eligible costs will be claimed by UNDP as eligible indirect costs

EQUIPMENT

Within this Programme, two laptops will be purchased and will be used during project implementation by the UNDP Programme Manager and Head of the Department of Gender Equality for various project activities including national and international experts use of the laptops at their request.

EXPECTED SOURCES OF FUNDING

Please find attached filled Annex B (worksheet 2)

OTHER MONTENEGRIN PARTNERS OF THE APPLICANT PARTICIPATING IN THE ACTION (IF APPLICABLE)

DESCRIPTION OF THE PARTNERS

This section must be completed **for each partner organization** within the meaning of section 2.1.2 of the Guidelines for Applicants. Any associates as defined in the same section need not be mentioned. You must make as many copies of this table as necessary to create entries for more partners.

	Partner 1
EuropeAid ID number ⁴¹	
Full legal name	

Partners that are registered in PADOR do not need to fill in the rest of this section which is **marked in grey**.

Date of Registration	
Place of Registration	
Legal status ⁴²	
Official address of Registration ⁴³	
Country of Registration ⁴⁴ / Nationality ⁴⁵	
Contact person	
Telephone number: country code + city code + number	
Fax number: country code + city code + number	
E-mail address	
Number of employees	
Other relevant resources	
Experience of similar	

⁴¹ This number is available to an organization which registers its data in PADOR. For more information and to register, please visit http://ec.europa.eu/work/europeaid/onlineservices/pador/index_en.htm

⁴² E.g. non-profit-making, governmental body, international organization

⁴³ If not in one of the countries listed in section 2.1.1 of the Guidelines, please justify its location

⁴⁴ For organizations

⁴⁵ For individuals

actions, in relation to the role in the implementation of the proposed action	
History of cooperation with the applicant	
Role and involvement in preparing the proposed action	
Role and involvement in implementing the proposed action	

Important: This application form must be accompanied by a signed and dated partnership statement from each partner, in accordance with the model provided.

PARTNERSHIP STATEMENT

A partnership is a relationship of substance between two or more organizations involving shared responsibilities in undertaking the action funded by the <indicate the name of the Contracting Authority> (Contracting Authority). To ensure that the action runs smoothly, the Contracting Authority requires all partners to acknowledge this by agreeing to the principles of good partnership practice set out below.

1. All partners must have read the application form and understood what their role in the action will be before the application is submitted to the Contracting Authority.
2. All partners must have read the standard grant contract and understood what their respective obligations under the contract will be if the grant is awarded. They authorize the lead applicant to sign the contract with the Contracting Authority and represent them in all dealings with the Contracting Authority in the context of the action's implementation.
3. The applicant must consult with its partners regularly and keep them fully informed of the progress of the action.
4. All partners must receive copies of the reports - narrative and financial - made to the Contracting Authority.
5. Proposals for substantial changes to the action (e.g. activities, partners, etc.) should be agreed by the partners before being submitted to the Contracting Authority. Where no such agreement can be reached, the applicant must indicate this when submitting changes for approval to the Contracting Authority.
6. Where the Beneficiary does not have its headquarters in the country where the action is implemented, the partners must agree before the end of the action, on an equitable distribution of equipment, vehicles and supplies for the action purchased with the EU grant among local partners or the final beneficiaries of the action.

I have read and approved the contents of the proposal submitted to the Contracting Authority. I undertake to comply with the principles of good partnership practice.

Name:	
Organization:	
Position:	
Signature:	
Date and place:	

MONTENEGRIN ASSOCIATES OF THE APPLICANT PARTICIPATING IN THE ACTION (IF APPLICABLE)

This section must be completed for each associated organization within the meaning of section 2.1.2 of the Guidelines for Applicants. You must make as many copies of this table as necessary to create entries for more associates.

	Associate 1
Full legal name	
EuropeAid ID number⁴⁶	
Country of Registration	
Legal status⁴⁷	
Official address	
Contact person	
Telephone number: country code + city code + number	
Fax number: country code + city code + number	
E-mail address	
Number of employees	
Other relevant resources	
Experience of similar actions, in relation to role in the implementation of the proposed action	
History of cooperation with the applicant	
Role and involvement in preparing the proposed action	
Role and involvement in implementing the proposed action	

⁴⁶ This number is available to an organization which registers its data in PADOR. For more information and to register, please visit http://ec.europa.eu/europeaid/work/onlineservices/pador/index_en.htm

⁴⁷ E.g. non-profit-making, governmental body, international organization

DECLARATION BY THE APPLICANT

The applicant, represented by the undersigned, being the authorized signatory of the applicant, in the context of the present call for proposals, representing any partners in the proposed action, hereby declares that

- the applicant has the sources of financing and professional competence and qualifications specified in section 2 of the Guidelines for Applicants;
- the applicant undertakes to comply with the obligations foreseen in the partnership statement of the grant application form and with the principles of good partnership practice;
- the applicant is directly responsible for the preparation, management and implementation of the action with its partners, if any, and is not acting as an intermediary;
- the applicant and its partners are not in any of the situations excluding them from participating in contracts which are listed in Section 2.3.3 of the Practical Guide to contract procedures for EC external actions (available from the following Internet address: http://ec.europa.eu/europeaid/work/procedures/implementation/index_en.htm). Furthermore, it is recognized and accepted that if we participate in spite of being in any of these situations, we may be excluded from other procedures in accordance with section 2.3.5 of the Practical Guide;
- the applicant and each partner (if any) is in a position to deliver immediately, upon request, the supporting documents stipulated under section 2.4 of the Guidelines for Applicants.;
- the applicant and each partner (if any) are eligible in accordance with the criteria set out under sections 2.1.1 and 2.1.2 of the Guidelines for Applicants;
- if recommended to be awarded a grant, the applicant accepts the contractual conditions as laid down in the Standard Contract annexed to the Guidelines for Applicants (annex F);
- the applicant and its partners are aware that, for the purposes of safeguarding the financial interests of the Communities, their personal data may be transferred to internal audit services, to the European Court of Auditors, to the Financial Irregularities Panel or to the European Anti-Fraud Office.

The following grant applications have been submitted (or are about to be submitted) to the European Institutions, the European Development Fund and the EU Member States in the last 12 months:

- <list only actions in the same field as this proposal>

The applicant is fully aware of the obligation to inform without delay the Contracting Authority to which this application is submitted if the same application for funding made to other European Commission departments or Community institutions has been approved by them after the submission of this grant application.

Signed on behalf of the applicant

Name	Alexander Avanesov
Signature	
Position	UN RC & UNDP RR
Date	