Executive Summary

In 2016, the Prime Minister launched a nationwide, United Nations Children’s Fund (UNICEF)-supported campaign under the umbrella of the global #ENDviolence initiative. The first six months of the campaign focused on prevention of and response to online violence. The second stage of the campaign, starting in early 2017, will address family violence. The campaign accompanied systemic reforms, including the outlawing of corporal punishment and the first national Strategy on Protection of Children from Violence 2017-2021, intelligence-led policing to tackle child online abuse (with WEProtect/UNICEF support), innovative child-friendly mobile phone applications to prevent grooming, and strengthened social work services. A network of civil society organizations was established to strengthen services and promote awareness of positive parenting and the impact of childhood adversity and violence.

The newly appointed Minister of Education reiterated Montenegro’s 2015 commitment to increase preschool coverage from 52 per cent to 95 per cent by 2020. Expansion of a three-hour preschool programme led to an average 22 per cent increase in enrolment in six of the least-covered municipalities. The expansion was accompanied by a public campaign in targeted municipalities to promote parental awareness of the contribution early childhood education makes to overall cognitive, social and emotional development of the child.

A Second Decade programme combining innovation, civic engagement and social and emotional skills development was launched. The UNICEF global UPSHIFT methodology, which provides mentoring, support and resources to self-starting teams of 13 to 19 year olds who wish to address local social problems they have identified through innovation, was promoted by the newly established Innovation lab. The programme reached over 16,000 young people and addressed diverse problems including ultra-nationalism, disability and Roma exclusion, eating disorders and the lack of tools for science teaching in schools. Social and emotional skills development in schools was expanded, programmes and services based on behavioural science and private sector partnerships were also used to help mid-teens better think through their future careers.

The new Country Programme for 2017-2021, focusing on social and child protection, quality education, adolescent empowerment, child rights monitoring and access to justice, was approved by the Executive Board in September.

An assessment of the perinatal health care system was undertaken with a clear road map for future reforms to improve quality of hospital care for mothers and newborns in partnership with the Ministry of Health and the Trieste-based WHO Collaborating Centre on Child and Maternal Health. New partnerships were established with major telephone network providers for the establishment of free-phone child and parent helplines. UNICEF also developed a transformed partnership with civil society organizations (CSOs) to ensure long-term coaching and development of CSOs while also working with them on key programmatic outputs.

The social work, health and civil society sectors were strengthened to prevent child abandonment and institutionalization and to address adverse childhood experiences.
Development of more systematic home visits through the patronage nurse service is under discussion to further strengthen prevention.

Elections in October caused some delays to reforms, most notably to progress in reducing the number of children in residential state care, as well as delays in development of a monitoring and evaluation framework for the preschool strategy.

**Humanitarian Assistance**

In 2016, UNICEF Montenegro was not directly engaged in any humanitarian assistance. However, the situation relating to the ongoing European refugee/migrant crisis affecting neighbouring countries was monitored. Inputs were provided for the Regional Refugee/Migrants Response Plan aimed at addressing the influx of large numbers of refugees/migrants from Middle East and Africa into Europe, in case of need. UNICEF Montenegro also took active part in updating the United Nations (UN) Inter-Agency Contingency Plan, which addresses the issue of a potential refugee/migrant influx.

**Emerging Areas of Importance**

**Refugee and migrant children.** Until its closure in March 2016, the Balkan route had been one of the major corridors into the European Union (EU) during the recent migrant crisis. However, Montenegro was not a route of choice for migrants and did not receive the type of influx that affected neighbouring countries. There were 222 asylum seekers, including 28 children, during the reporting period. All asylum seekers were provided with accommodation, food, psychosocial support (upon need) and legal aid. No children were unaccompanied.

At the end of 2015, the Ministry of Interior and the Ministry of Labour and Social Welfare established a contingency plan and coordinating body to prepare for any possible influx. The UN Refugee Agency (UNHCR), the International Organization for Migration (IOM) and UNICEF were engaged in the process. UNHCR is a coordinating agency on behalf of the UN and monitors the overall situation, making sure that international standards related to access to Montenegrin territory, asylum procedures, reception conditions and integration are well respected.

In addition, the UN in Montenegro revised an Inter-agency Contingency Plan. The UN Task Group updated the Plan with the support of an international expert and relevant national institutions.

**Accelerate integrated early childhood development.** There is still no integrated government body on early childhood development. However, talks have commenced on establishing one as well as reforming the current patronage nurse service to include home visits, which would include child protection and positive parenting/nurturing care-giving components as well as health interventions. Ongoing preschool expansion, improved perinatal care and strengthened capacity for early identification and support for children with developmental delays continue.

**Greater focus on the second decade of life.** UNICEF Montenegro has placed a greater focus on the second decade of life through formal and non-formal education and skills building since 2015. Social and emotional skills learning in four pilot primary schools were scaled up to six more, following an evaluation, and with the intention of eventual nationwide expansion. To improve quality and ensure sustainability, an analysis of primary, secondary and initial teacher training curricula was conducted and recommendations were provided for further expansion of social and emotional 21st century skills.
In partnership with Government and the ING Group, a three-year programme was started that strives to empower the most marginalized adolescent girls and boys with social, emotional, and cognitive knowledge and skills to make informed decisions about their own lives and futures and to be civically engaged. The programme included establishment of an innovation lab reaching 13 to 19 year olds through UPSHIFT programmes aimed at promoting innovation and social engagement of young people and social and emotional skills development. UNICEF also used behavioural science to understand and address knowledge gaps and thinking about future careers amongst youth in mid-adolescence. Montenegro has 38 per cent youth unemployment (2015) and only five per cent of high schoolers say they have talked with parents about their future working lives. It is widely acknowledged that there is a major gap between education and the needs of the labour market.

** Movements to accelerate results for children.** The midterm review of the existing programme concluded that civil society actors in Montenegro need coherent and consistent support to ensure their sustainability and impact as a key pillar of the child rights architecture of the country. UNICEF changed its strategy from calling NGOs for bids for incremental pieces of work to instead pre-selecting a few based on key criteria including 1) integrity 2) credibility and 3) openness to growth, to establish a long-term collaboration and coaching on governance, communication and leadership over time. This approach has been widely appreciated and has contributed to the development of an enhanced network of NGOs on violence against children and on disability inclusion.

**Summary Notes and Acronyms**

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<thead>
<tr>
<th>Acronym</th>
<th>Name</th>
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<tbody>
<tr>
<td>CMT</td>
<td>Country Management Team</td>
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<td>CPD</td>
<td>Country Programme Document</td>
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<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<td>CSO</td>
<td>Civil Society Organization</td>
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<td>DCT</td>
<td>Direct Cash Transfer</td>
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<td>Global Shared Service Centre</td>
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<td>Joint Consultative Committee</td>
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<td>KAP</td>
<td>Knowledge, Attitudes and Practices</td>
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<td>RKLA</td>
<td>Regional Knowledge and Leadership Agenda</td>
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<td>RR</td>
<td>Regular Resources</td>
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<td>United Nations</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNHCR</td>
<td>United Nations Refugee Agency</td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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**Capacity Development**

UNICEF continued to work on developing the capacity of all sectors relevant to child survival, development and protection and also on the cross-cutting governance of Convention on the Rights of the Child fulfilment through the development of a high-level working group-led by the Deputy Prime Minister on violence against children and the reinvigorated inter-governmental Council on Child Rights.

Under the #WeProtect global programme, UNICEF Montenegro supported the police in developing intelligence-led policing capacity to track and investigate those who disseminate child pornography online. Continued training was provided to judges, social workers and health professionals in response to adverse childhood experiences including violence.
As mentioned elsewhere in this report, UNICEF Montenegro has transformed its engagement with CSOs to include more long-term capacity development to strengthen governance, communication, leadership and up-to-date child development knowledge.

In addition, through cooperation between the Ministry of Labour and Social Welfare, the United Nations Development Programme (UNDP) and UNICEF, the services of family outreach workers, designed to provide intensive support to families and prevent family breakdown and placement of children in institutional care, continued to be piloted. Lessons learned from knowledge exchange with partners and colleagues in Serbia, where the model was initially used, were taken into account in order to improve the service.

UNICEF Montenegro also supported the multi-level capacity development of teachers to ensure balanced cognitive social and emotional development of students in primary schools.

**Evidence Generation, Policy Dialogue and Advocacy**

Messages of a national campaign for the protection of children from online violence were formulated based upon findings of the research 'Montenegro’s children online safety, risks and opportunities'.

A knowledge, attitudes and practice (KAP) survey was used to establish a baseline and tailor and monitor outcomes of a campaign for preschool enrolment of children aged three to six in the poorest regions of the North. An average increase in enrolment of 22 per cent was seen in targeted municipalities.

Analysis of existing services and youth support programmes revealed a gap in services aimed at youth information and future career orientation. A youth information service, based on insights from behavioural science, was piloted for adolescents with positive results based upon this evidence.

The research initiative ‘Youth and obstacles to employment - Focus on recognition and development of social/emotional skills and key competences’ revealed a gap in primary, secondary and teacher training curricula in relation to the importance of the 21st century skills for children to reach their full potential. An evaluation of the programme for developing the social and emotional skills of children aged 9 to 11 piloted in four primary schools provided findings that helped enhance the programme and its expansion in six additional primary schools and in non-formal settings.

The 2016 Country Analytical Report on children’s access to justice was prepared to strengthen data quality and data management processes on the subject and inform national policies, planning and reporting.

A beneficiary assessment of the reform of the childcare system was commissioned to show results from the perspective of the beneficiaries – children and families. Relevant institutions agreed on future steps for enhancing the quality of services.

The data collection for the regional TransMonEE database in 2016 was conducted, and Montenegro’s data were updated, enabling international comparison over a broad range of areas.

**Partnerships**

UNICEF Montenegro implemented a global programme to build capacities to tackle online child sexual exploitation in cooperation with the Government, and launched the #EndViolenceOnline campaign with the Prime Minister. Within the programme, a partnership
between the Montenegrin Police Directorate and UK National Crime Agency was established. It regards the use of a child protection system software and EnCASE forensic software, both for identifying and tackling online child sexual exploitation. This intervention led to immediate arrests and prosecutions.

UNICEF Montenegro also created partnerships with telecommunication operators, the Agency for Electronic Communications and the Postal Department for establishing children and parents’ helplines. In partnership with the UNICEF Innocenti Research Centre, the London School of Economics, and Sapienza University of Rome, Global Kids Online research was conducted in Montenegro. In addition, participatory research on online violence was conducted in collaboration with the UK’s Sheffield University, the University of Montenegro, Ipsos research agency and the Ministry of Education.

To raise the awareness of parents in the poorer Northern part of the country on the crucial long-term benefits of early childhood education, the Ministry of Education and UNICEF launched the second phase of the Preschool for All Campaign in six municipalities. The campaign gathered representatives from academia, arts schools, local kindergartens, municipal authorities and the civil sector. Students from the Pedagogical Faculty, together with local kindergarten teachers and with expert support of the NGO Pedagogical Centre of Montenegro, organised kindergarten at city squares where children and parents could see first-hand what kindergarten entails. One of highlights of the 2016 campaign was the direct participation and support of grandparents in campaign activities. The synergy, enthusiasm and commitment of all actors at the central and local levels led to an enrolment rate increase in the six municipalities by 22 per cent on average in comparison to the previous year.

**External Communication and Public Advocacy**

UNICEF is the most popular international organization in the country. Fifty-five per cent of citizens spontaneously name it as the first UN agency that comes to mind; 92 per cent have heard of it; 86 per cent have a positive opinion of it and only 8 per cent a negative one.

UNICEF is the leading voice on child rights and its Representative is the most quoted UN diplomat. Significant progress on all social media was registered in 2016. The numbers of Facebook followers increased by almost 250 per cent; on You-tube the numbers almost doubled; on Twitter, they increased by more than 2,000 per cent; and on Instagram, they grew by more than 180 per cent. In 2016, UNICEF’s public advocacy and communication for social change focused on two campaigns: Preschool for All and End Violence Online.

Almost all parents (91 per cent) described the preschool campaign as useful for becoming acquainted with preschool education. Parents who were familiar with the campaign expressed more positive attitudes towards kindergartens after the campaign. Every second parent who knew about the campaign initiated enrolment procedure for the child. Finally, data collected in kindergartens in these municipalities show that, because of the campaign, on average 22 per cent more girls and boys are enrolled in kindergartens this year than last year.

The End Violence Online campaign is based on the Global Kids Online research conducted in Montenegro with parents, children, teachers and school pedagogues. A smartphone app NETPrijateljii (NETFriends) was launched for children aged 9-11 to learn to be safe online. Finally, participatory research was conducted with high school students in the North, Centre and South of Montenegro, and the app was presented at the young people’s debate on cyber-bullying organized for the celebration of UNICEF’s 70th anniversary.
South-South Cooperation and Triangular Cooperation

In 2016, UNICEF supported South-South exchange with Croatia (Zagreb) for representatives of the Government’s working group for the development of the national Strategy for the Protection of Children from Violence 2017-2021. The visit provided an opportunity for counterparts from the Government, Ombudsperson’s Office and civil society to learn about the policies, programmes, mechanisms and services available in Croatia for the protection of children from violence, to include actions and innovations in the draft Strategy based on the experience in Croatia, and to establish partnerships with some of the visited institutions/organizations. In addition, such visits contribute to vital networks that enable continued knowledge exchange.

Identification and Promotion of Innovation

UNICEF and the Ministry of Education established a Youth Innovation Lab, which launched UPSHIFT programmes throughout the country to stimulate, mentor and resource self-starting teams of 13 to 19 years to design and implement innovative solutions to problems in their communities. Prompted by the acute problem of youth unemployment and scarcity of youth-friendly services, UNICEF piloted a youth information service based on behavioural science. The baseline was determined through a survey of all secondary schools: 43.1 per cent of all students enrolled in the third and fourth grade participated. The pilot enabled 350 students from eight schools to participate in job viewings in 50 companies, and students visited up to three different industries.

An end-line survey revealed that students’ knowledge about and interest in the job market increased. The initiative yielded measurable positive outcomes for companies: 39 per cent of company representatives stated that their opinion of adolescents’ abilities had improved; and 15 per cent of company representatives stated they felt it was more likely they would hire a recent graduate in the next six months.

As part of the End Violence Online campaign, participatory research was undertaken with young people across the country using focus groups and participatory video action research methodology in collaboration with Sheffield University, the UNICEF Innocenti Research Centre and the University of Montenegro. What child researchers tell other children reveals greater and more authentic findings about experiences of young people and internet than would be garnered by adult researchers. A participatory theatre production was also produced to reflect real life experiences of young people within the joint UN campaign “16 days against violence”. In addition, a NETprijatelj (NETfriends) smart phone mobile app was developed for children and parents. It is an educational role-play game, with real life scenarios that help users learn how to recognise, prevent, stop and report online violence, grooming and exploitation.

Support to Integration and cross-sectoral linkages

During 2016, it was agreed with the Prime Minister to establish a high-level, inter-ministerial working group to address prevention of and response to violence and childhood adversity. The group is chaired by the Deputy Prime Minister and comprises Ministers and heads of department for all government bodies that deal with the issue. The body charts progress in implementation of all systematic reforms related to tackling violence.

During the reporting period, corporal punishment was outlawed through amendments to the Family Law.

The Inter-Ministerial Child Rights Council also met regularly to promote inter-sectoral collaboration for fulfilment of child rights in Montenegro. However, the Council still had not achieved recognition as the leading child rights actor in Montenegro by the end of 2016.
Limited administrative capacities, absence of supporting organizational structures and limited accountability affect the work of the Council. Frequent changes of ministers in the Ministry of Labour and Social Welfare, which is leading the Council, also had an effect.

### Service Delivery

In early 2016, in collaboration with the Ministry of Labour and Social Welfare, UNICEF commissioned a beneficiary assessment of the childcare system reform, to show the results from the perspective of affected children and families. The following services were reviewed: day care centres for children with disabilities, foster care and residential care, i.e. children’s homes and centres for social work services. The results of the research as well as the recommendations were presented to high-level officials of the Ministry of Labour and Social Welfare, other relevant ministries, local authorities, the EU and the UN, and to directors of children’s services and institutions. Later in the year, and in cooperation with the Institute for Social and Child Protection, relevant managers and practitioners agreed on further steps with a view to implementing the recommendations of the research for enhancing the quality of the services.

UNICEF provided unanticipated support to extend previously piloted Family Outreach Worker teams that were expected to be resourced by government in the second half of the reporting period. However, due to fiscal constraints brought about by ah-hoc social protection benefit reforms introduced by the parliament. The service is a crucial one as it provides intensive support to families in prevention of violence and family breakdown and placement of children in institutional care. The Ministry has committed to find the resources to fund the service in 2017.

### Human Rights-Based Approach to Cooperation

Throughout 2016, UNICEF Montenegro continued to be focused on a human rights-based approach (HRBA) to programming and reducing equity gaps. All programme and communication interventions were rooted in HRBA, and attention was paid to promoting and mainstreaming gender equality and gender-sensitive interventions.

UNICEF Montenegro engaged in the development of the new CPD together with the Government of Montenegro, and HRBA was a guiding principle in the process. The CPD 2017-2021 was developed on the results of the previous Programme, the existing body of knowledge on children and women in Montenegro, the United Nations Development Assistance Framework (UNDAF) 2017-2021 and findings of the consultative midterm review. The midterm review of the Country Programme 2012-2016 identified major drivers of inequities and discrimination in Montenegrin society. Thus, the new CPD focuses on addressing remaining bottlenecks and root causes of inequality in achieving child rights, such as poverty, social norms and harmful cultural practices and structural causes at the systemic level. The latter include cross-sectoral cooperation, capacity, accountability and limited use of evidence and knowledge to define policies and action.

In October 2015, the Government submitted a second and third periodic report of Montenegro on the implementation of the CRC for the period 2010-2015. Montenegro’s report is scheduled for review in 2017. UNICEF will engage in preparation of its own report on children and women to be submitted to the Committee in 2017. In 2016, UNICEF Montenegro in cooperation with the European Disability Forum supported the establishment of a network of disability rights organizations to initiate the process of preparation of the Shadow Report to the Convention on the Rights of Persons with Disabilities.

During 2016, the UN Country Team in Montenegro provided inputs to the Committee against Torture and to the Committee for the Elimination of All Forms of Discrimination against
Women, UNICEF Montenegro’s support to national partners focused on the remaining CRC concluding observations and the Universal Periodic Review recommendations.

**Gender Equality**

UNICEF Montenegro strengthened cooperation with women’s rights organizations as part of the regional initiative ‘Protecting children from violence and promoting social inclusion of children with disabilities in the Western Balkans and Turkey’ (IPA 2015). Partnerships were established with three women’s organizations to tackle issues such as witnessing domestic violence and child marriage. Achievements in 2016 included the following: strengthened capacity of CSOs to work with boys and girls as victims of domestic violence, provide services and monitor their rights; strengthened capacity of professionals in the areas of international standards and best practices in addressing domestic violence; and strengthened cooperation between civil society and state institutions in addressing child marriage.

Special care was taken to ensure that gender was mainstreamed in the development of the new CPD 2017-2021, and in programmes and research implemented during 2016. UNICEF provided technical assistance for the collection of gender-disaggregated data on children victims of violence and neglect to the Ministry of Labour and Social Welfare to enhance its information system.

With UNICEF support, the Family Law was amended, introducing provisions in line with the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention) concerning custody and visitation rights and prohibiting mandatory mediation in cases of domestic violence.

A UNICEF gender focal point and other staff are active members of the UN Gender and Human Rights Working Group. During 2016, the Working Group prepared inputs for the List of Issues and pre-sessional meeting of the Committee for the Elimination of All Forms of Discrimination against Women. UNICEF members took an active role in the development and implementation of a joint UN campaign for the 16 days of activism against violence against women, focusing on increasing awareness of high school students on how to recognise and address gender-based violence. The Working Group also conducted a survey on capacity development needs of all UN Montenegro staff on gender mainstreaming and is developing a relevant training module.

**Environmental Sustainability**

The current Country Programme 2012-2016 does not have environmental sustainability as a priority, therefore the involvement of UNICEF Montenegro in that area was limited in 2016.

The country fell short of meeting the national Millennium Development Goal (MDG) targets on environmental sustainability by 2015, while the nationwide UN-supported Post-2015 consultations in Montenegro clearly showed that the environment was recognised as one of the country’s top strengths and opportunities. This indicated that more concrete and concerted efforts would be required to meet the targets of the 2030 Agenda on Sustainable Development in coming years. As a first step to that goal, in June 2016, the Government adopted the National Strategy of Sustainable Development by 2030, which is the national strategy to meet the Sustainable Development Goals (SDGs). Montenegro was among the first countries to nationalise the SDGs. The preparation of the strategy was participatory, and UNICEF provided inputs during the process. In addition, the World’s Largest Lesson was organised with the support of the Ministry of Education in primary schools as a way to inform children as both rights holders and future duty bearers responsible for the SDGs.
The preparation for the opening of negotiation of the EU Acquis Chapter 27 concerning environmental standards within the EU accession process is ongoing, and the negotiations are expected to commence in 2017. This chapter negotiation is considered as one of the most demanding, and will require close multi-sectoral cooperation and substantial financial investments by the Government. During the negotiation process, Montenegro would need to adjust to the EU’s environmental and climate policies, which aim to promote sustainable development, a low-carbon economy, efficient resource management and the protection of the environment for future generations. The country faces challenges in the following four areas within Chapter 27: waste management, climate change, water quality and environmental protection.

In early 2016, the new UN Development Assistance Framework (UNDAF) 2017-2021 was formally adopted, and environmental sustainability was defined as one of four key programme areas of future collaboration between the UN system and the Government of Montenegro.

**Effective Leadership**

The country management team (CMT) met 12 times in 2016, addressing programme implementation, performance indicators and priorities from the annual management plan, communication strategy and media coverage. It focused on the following office performance through scorecard and management reports, implementation status of the existing County Programme 2012-2016 and preparation of the new 2017-2021 Programme. UNICEF Montenegro continued the practice of reviewing, improving and streamlining work processes by focusing on major bottlenecks, reviewing applicable rules and regulations, incorporating the latest changes and updating internal documents, ensuring full compliance and accountability. The table of authority was updated to reflect staff-related changes and responsibilities and to ensure proper segregation of duties. Conflicts were reviewed regularly through the Division of Financial and Administrative Management (DFAM) Dashboard.

The country management team focused on emerging programme issues, review of the workplan implementation, the UN Integrated Programme, performance indicators and programme and operations bottlenecks. Special attention was given to cross-sectoral approaches, such as the ongoing anti-violence campaign and advocacy, plus adolescent development and testing innovations in youth empowerment. Weekly staff meetings ensured information exchange across the office plus the space for innovating and cross-sectoral interventions. This led to applying behavioural science and design thinking in youth-related interventions and their linkages with positive parenting and fight against violence.

The new requirements for partnerships, such as those with NGOs, were applied and assurance activities were performed. The various office oversight committees had clear terms of reference and strong staff participation, ensuring quality review of documents and adherence to guidelines. Value for money was considered in resource-approval decisions. The Business Continuity Plan was reviewed and updated to reflect staff changes and changes resulting from the transfer to the LIGHT Office initiative, which increased business continuity capability. Enterprise Risk Management was reviewed and one high and two medium risks were identified, as were strategies to systematically monitor and manage them.

**Financial Resources Management**

UNICEF Montenegro has clear mechanisms and accountabilities in place to ensure adequate and timely management of contributions, budget control, financial procedures, bank reconciliations, accounting and liquidation of cash assistance. The CMT regularly
reviewed and identified needed actions on Key Performance Indicators and used all available financial reports from VISION and InSight.

Bank reconciliation was prepared in a timely manner without reconciling items for all accounts both while it was the responsibility of UNICEF Montenegro and when it was transferred to the Global Shared Service Centre (GSSC). UNICEF Montenegro ensured the smooth transition of in-scope transactions to GSSC, which resulted in less than one per cent of returned cases.

All financial closure activities were successfully completed and in full compliance with prescribed deadlines, including ongoing 2016 account closure activities. Expenditure rates for 2016 were 100 per cent for Regular Resources and 100 per cent for Other Resources. The implementation rate for the Institutional Budget non-post costs was 100 per cent. All expiring Programme Budget Allotments were fully utilised prior to their expiration.

UNICEF Montenegro is compliant with the latest Harmonized Approach to Cash Transfer (HACT) regulations. The new requirements for partnerships are applied and assurance activities are performed as planned. Direct cash transfer (DCT) status is monitored, which resulted in UNICEF Montenegro having no outstanding DCTs of more than six months at 2016 year-end.

UNICEF Montenegro continued to work on the common services within the Operations Management Team. Throughout the year, the office benefited from long-term agreements for a series of common services.

**Fundraising and Donor Relations**

The EU was a major partner in the continued reform of the social and child protection sector within the Country Programme 2012-2016. Aware of the progressing EU accession process, UNICEF Montenegro directed its fundraising efforts towards bilateral donors, private partnerships, the corporate sector and other multi-stakeholder actors. In addition, work was undertaken to leverage resources from government and the private sector to achieve planned results. In total, 68 per cent of Country Programme’s other resources ceiling was fundraised, but the Regular Resources allocation increased by 22 per cent.

UNICEF Montenegro hosted a visit of the US Fund delegation. As a result, a total of US$400,000 was fundraised for the area of child protection and education, with a focus on interventions targeting children with disabilities. The funds will become available by the end of 2016 and will be used in the next programme cycle.

A total of US$220,700 of thematic funds was approved in 2016. The funds will be used in 2017 for improving access to social services of Roma and for enhancing quality of education, including the further expansion of early childhood education in the North.

In 2016, two proposals valued at approximately US$ 1 million were developed and were under review by potential donors. Concept notes and proposals were also developed for most interventions planned under the new Country Programme. Office management monitored the use of funds and the quality of donor reports through regular programme and management meetings and established monitoring instruments. A total of four donor reports, two progress reports and two final reports were submitted in 2016 to the Swedish National Committee for UNICEF, the UNDP Multi Donor Trust Fund (through the UN Coordination Office), the European Commission and the United Kingdom Government.
Evaluation and Research

UNICEF Montenegro established a Research/Studies/Evaluations Steering Committee, chaired by the programme specialist (a child rights monitoring focal point). The committee reviews annual plans for research, studies and evaluations, ensures that these activities meet the quality standards, and also reviews key knowledge generation products (terms of reference and inception, draft and final reports). In 2016, there were eight Research/Studies/Evaluations: five were completed at year’s end, two were underway and one was discontinued.

In line with the UNICEF procedure for ethical standards in research, evaluation, data collection and analysis, UNICEF Montenegro established an Ethical Review Committee to ensure adherence to ethical standards in all UNICEF-commissioned or supported research. Given the programmatic focus on violence against children (online violence, peer and family violence) requiring careful ethical consideration, and several research protocols rolled out by NGO partners, the Ethical Review Committee was necessary. The Committee provided valuable insights and ensured that all participants in the research activities are protected from harm and took steps to confirm that their rights are safeguarded.

The evaluation function in UNICEF Montenegro serves the purposes of organizational learning and accountability, and helps to continually improve performance and results. Given that all evaluations are independent, impartial and external, they result in recommendations of considerable weight and authority. Recommendations are translated into programme follow up to ensure evidence-based realisation of children’s rights. For example, the recommendations of the 2015 evaluation on DAISY textbooks were taken on board by the national counterparts and translated into an action plan for expansion of teaching tools for children with disabilities.

National ownership in UNICEF-commissioned evaluations was consistently high. In 2016, UNICEF Montenegro initiated the summative evaluation of the Montenegro – Investment Case on Early Childhood Development. The Ministry of Education, acting as observer, took part in the selection of the lead evaluator. The findings will feed into the new Country Programme 2017-2021.

Efficiency Gains and Cost Savings

The joint UN approach in operations and wide scope of common services implemented continued to be an efficient way to reduce costs and workload compared to biddings processed by each UN organization separately. The savings are even higher when unquantifiable reduction of staff time to conduct separate procurement processes is included in. Although the market for this type of service is oligopolistic (only a few service providers per specific supply are working in the country), a joint UN approach and higher volume of business led to significant cost savings. Common UN long-term agreements cover travel, fuel, car wash and car maintenance, taxi services, express courier services, renting of simultaneous translation equipment, photocopying, office stationery and supplies, as well as translation services, English and Montenegrin language editing, and media clipping services. The UN system in Montenegro also conducted and completed pre-qualification of printing companies with the scope to avoid publishing of tenders for each printing work.

Special consideration is given to efficiency and effectiveness measures by using video conferencing, Skype and Lync for internal communication with all partners, including colleagues across UNICEF.

The operations management team continued to devise and implement activities that are aimed at reaching economies of scale and further reduce transaction costs within the UN.
Therefore, it finalized the business operating strategy covering the same period as the new Integrated UN Programme 2017-2021. UNICEF Montenegro took an active part in preparation of the document and cooperation with colleagues across the UN.

**Supply Management**

The UNICEF Montenegro Country Programme does not have a significant supply component. In 2016, this component amounted to US$290,622 (14.27 per cent of total Country Programme expenditure). Supply for the programme consisted of procurement of: equipment and furniture for the Youth Innovation Lab and didactical materials for schools and kindergartens. Procurement of services included printing services and production of promotional and communication materials and publications, including various surveys and studies. Regarding operational supplies, UNICEF Montenegro procured a vehicle, UNICEF promotional material and stationery.

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<thead>
<tr>
<th>UNICEF Montenegro 2016</th>
<th>Value of all supply input (goods &amp; services)</th>
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<tbody>
<tr>
<td>Programme supplies</td>
<td>US$ 43,724</td>
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<tr>
<td>Operational supplies</td>
<td>US$ 35,882</td>
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<tr>
<td>Services</td>
<td>US$ 211,016</td>
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The office continued to benefit from long-term agreements for common UN services and locally procured supplies in the framework of UN Delivering as One in Montenegro. Tenders for these long-term agreements were jointly conducted with other UN organizations in Montenegro while UNICEF staff actively participated in the processes.

**Security for Staff and Premises**

UNICEF actively participated in two UN Security Management Team meetings held in 2016, and continued with security arrangements to ensure overall security of its staff and premises. The security situation in Montenegro and the region was the subject of ongoing monitoring and regular reporting. It was assessed that in general there were no threats towards the UN and implementation of its programmes in Montenegro.

The UN Security Plan was updated in November 2016, as well as the UN Security Management System, which incorporated Security Risk Assessment and Residential Security Measures that superseded the Minimum Operation Residential Security Standards. Since road traffic accidents were identified by the Security Risk Assessment as relevant to UN activities in Montenegro, relevant UN staff completed advanced training for mitigating the risk of road traffic accidents and for safe road use. The Safe Road capacity building under the auspices of UNHCR resulted in development of the first road use action plan in the UN in Montenegro.

Quarterly reports on the security situation in Montenegro were developed by the Country Security Focal Points and submitted to UN Department of Safety and Security (UNDSS). Warden communication exercises were conducted in June and December 2016. The Fire Safety Plan was tested twice in December 2016. The second test was performed after an emergency exit door was installed in UN Eco House.

Emergency preparedness was integrated in the annual management plan as one of the key annual management priorities and was the subject of regular monitoring and reporting on the Early Warning Early Action site.

**Human Resources**

The approved structure of UNICEF Montenegro is aligned with the needs of the 2017-2021 Country Programme, and slightly different from the staffing structure of the previous Country
Programme. Most of the competencies required already existed, however, there was a need to strengthen internal capacity in child rights monitoring, public financing, data and statistics and social protection to adequately respond to the new opportunities and challenges identified during the implementation of the 2012-2016 Country Programme. Thus, the office training plan was developed and implemented, as well as effective personal development plans. Newly recruited staff were trained in UNICEF rules and procedures at various levels.

UNICEF Montenegro continued to support professional development of its staff. One staff member was on a three-month development assignment in Uganda, while another spent three months on a surge mission related to the migrant crisis in Slovenia.

A two-day staff retreat was organized in September 2016, with a one-day team building exercise and one day of training on the behavioural science approach in service design.

UNICEF Montenegro successfully applied human resource policies on learning days, flexi-time and working from home. Ensuring staff well-being and maintaining high staff morale were constant priorities of the management and of the local joint consultative committee (JCC). Following the 2014 Global Staff Survey, UNICEF Montenegro developed an Office Improvement Plan. Four JCC meetings were held in 2016 and staff was kept informed of all relevant decisions. Implementation of action points is monitored by the Local Staff Association and management.

Performance appraisal reports from 2015 were finalised in March 2016, while staff members’ 2016 Performance Planning was completed in the new performance system “Achieve” with regular performance feedback discussions among supervisors and supervisees throughout the year.

UNICEF Montenegro observed the minimum standards on HIV/AIDS in the workplace. Post-exposure prophylaxis kits and first aid kits were available in the office.

**Effective Use of Information and Communication Technology**

UNICEF Montenegro enlarged its social media presence by setting up Instagram and LinkedIn profiles. In addition, significant progress was registered on all social media during the year: the number of Facebook followers increased by almost 250 per cent; on YouTube, the number almost doubled; on Twitter the number increased by more than 2,000 per cent; and on Instagram, it grew by more than 180 per cent. Social media campaigns are part of UNICEF’s public advocacy and work on communication for social change. Within the #EndViolenceOnline campaign, a smartphone app NETPrijatelji (NETFriends) was launched for children aged 9-11 to learn to be safe online. The app contains an educational role-play game, which takes children through real life scenarios and helps them learn how to recognise, prevent, stop and report violence. Every parent and teacher, regardless of his/her digital skills, can use the app to build a culture of non-violence and teach children how to be safe in the digital age.

The 2015 transition to LIGHT infrastructure continued smoothly.
ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 By the end of 2016, Montenegro addresses disparities and gaps in access to quality social services for excluded and vulnerable boys, girls and families in line with UN standards

Analytical Statement of Progress:
Implementation of this programme component required a multi-sectoral approach and supported the global agenda in the areas of Strategic Plan Outcomes 6 and 7, contributing to regional results in the area of Regional Knowledge and Leadership Agenda (RKLA) 8 as well as RKLAs 1, 2, 3, 4 and 10.

This was the last year of the current Country Programme 2012-2016, and the overall focus was on improving access to services for vulnerable children in a holistic and effective way. It was carried out through fostering horizontal and vertical multi-sectoral cooperation, including building of public-private partnerships and civil sector strengthening. Interlinking expertise and technical support was necessary to comprehensively address gaps in access to services for the most vulnerable. Because of efforts combining knowledge generation, policy dialogue and advocacy and through fostering partnerships, wider development processes were influenced at the national level. UNICEF Montenegro focused on the development of infrastructure for quality services for children and families, capacity development, advocacy and strategic evidence collection.

Ongoing partnerships with the child and social protection, education and justice sectors yielded new results in 2016 with increased protection of children from all forms of violence through further strengthening of the legal and policy framework, enhanced capacities of service providers and raised public awareness of violence against children. Amendments to the Family Law that explicitly prohibit corporal punishment of children in family settings were adopted, and the first national Strategy on Protection of Children from Violence 2017-2021 was developed. UNICEF Montenegro helped build a partnership between the UK National Crime Agency and the Montenegrin Police Directorate on identifying online child sexual material and investigating cases of child sexual abuse online.

Together with the Government, which made a commitment to achieving international standards in preschool coverage of children aged three to six by 2020, UNICEF Montenegro achieved important results in early childhood education (ECE). It supported the implementation of a new ECE expansion strategy resulting in the development of two types of alternative preschool programmes targeting most vulnerable children and increasing the preschool enrolment rate by 22 per cent on average in targeted municipalities in the North of Montenegro.

The development of preventative and alternative childcare services continued. There are now ten operational day care centres for children with disabilities with three more on the way; a small group home for children without parental care is operational and accommodates five children (capacity six to eight); a family outreach service is being piloted in five municipalities; and the transformation of the children’s home Mladost was initiated, with one envisaged service established and one more on the way.

Two major campaigns – the ongoing “Pre-school For All” to promote preschool education in rural areas in the North, and the new multiyear national campaign under UNICEF’s global #ENDviolence Initiative, promoting children’s active participation and online safety in the digital society – brought together high-level government leadership and coalitions including NGOs, academia, local government, and cultural and artistic figures and organizations. Special attention was paid to preparing and implementing evidence-based communication for the two social change campaigns.
OUTPUT 1 By the end of 2016, relevant state authorities ensure that professionals from social protection, health and education sectors effectively provide services at local level for vulnerable boys and girls in line with national standards.

Analytical Statement of Progress:
To ensure that the poorest children in the North have access to preschool education, two types of alternative, free of charge, preschool programmes were designed and implemented in Montenegro. Following the success of outreach preschool service for children living in rural areas in the first five municipalities in the North of the country that enabled access for 340 children, the services were recently expanded to six more municipalities. Enrolment was ongoing at the end of 2016. Furthermore, the Government allowed the employment of new teachers and transformed several outreach points into formal kindergarten units, thus ensuring their continuity and sustainability. The three-hour preschool programme has been running in seven municipalities since September 2016 with 732 children enrolled. Thus, two of the biggest obstacles to enrolment of children as indicated by KAP research – lack of financial means to pay for kindergarten and geographical distance to nearest kindergarten – have been eliminated.

Reform of the childcare system continued. The health sector’s role in supporting vulnerable families was reinforced through strengthened capacity of health workers to identify vulnerable families (using the health sector’s information system) and to counsel parents of newborns with disabilities (including the publication of a guide for health workers). The capacities of the Institute for Social and Child Protection was strengthened in delivering and organizing training for the social and child protection cadre, which is one of their key functions. The development of services continued, and there are now ten operational day care centres for children with disabilities with three more on the way; the small group home for children without parental care is operational and accommodates five children (capacity six to eight); a family outreach service is being piloted in five municipalities; and the transformation of the children’s home Mladost was initiated, with one envisaged service established and one more on the way as of the end of 2016. A beneficiary assessment commissioned in early 2016 provided recommendations for further development of quality inclusive services.

OUTPUT 2 By 2016, government strengthens prevention and response mechanisms to protect children from abuse and violence.

Analytical Statement of Progress:
Cross-sectoral work on protection of children against violence contributed mainly to regional targets of RKLA 1, 2, 3 and 4. In January 2016, a high-level inter-ministerial meeting was organised, with UNICEF technical assistance, which resulted in the Government's commitment to launch a multi-year campaign on combating violence against children to strengthen inter-sectoral cooperation and the work of Operational Multidisciplinary Teams on protection of children from violence and domestic violence.

In July 2016 amendments to the Family Law were adopted, prohibiting violence against children in all settings (including corporal punishment by parents, caregivers and people in contact with children). The process focused on aligning national legislation with international child rights standards. The Ministry of Labour and Social Welfare, with support from UNICEF, developed the first national Strategy on Protection of Children from Violence, which was in the process of being adopted at the end of 2016. The Strategy, which will cover 2017-2021, includes programmes on positive parenting and family support, as well as programmes to support socially excluded children, such as children in institutions and Roma children.
Furthermore, UNICEF Montenegro is part of the regional programme of UNICEF and the EU (2016-2018) aiming to empower civil society to advance the protection of children at risk or victims of violence. In July 2016, the Government of Montenegro, together with UNICEF, launched a multi-year national campaign under UNICEF’s global #ENDviolence Initiative. The first phase of the campaign, End Violence Online, aims to support and promote children’s active participation and online safety in the digital society. To raise awareness about online risks facing children, an interactive mobile app and a role-playing game were developed by the Government and UNICEF.

To better inform the work to end violence online, the Ministry of Education also participated in the Global Kids Online study, covering the risks, opportunities and protective factors of children’s internet use. Findings of the study were released in July 2016. The subsequent phases of the national campaign will tackle violence against children in various settings, including home and schools, as well as peer-to-peer violence. To address violence in schools, UNICEF and the Ministry of Education jointly produced guidelines on prevention of and protection from violence in schools, and prepared accompanying training for school staff and social workers. Evidence-based policy development was assisted through the sharing of the list of indicators related to violence against children with the Ministry of Labour and Social Welfare, with a view to its integration into the Social Welfare Information System.

Capacity assessment of the operational multidisciplinary teams was underway at the end of 2016. Efforts were undertaken to empower civil society to better monitor the realisation of children’s rights, promote inclusive and innovative services, and increase public support for the protection of children from violence and the social inclusion of children with disabilities. Grants were awarded to seven CSOs in 2016. Baseline research on knowledge, attitudes and practices in relation to violence against children was completed, while qualitative research on corporal punishment and violence against children in general was implemented in collaboration with CSOs. The results of the research will be used for the campaign on violence to be launched in February 2017.

**OUTPUT 3** By 2016 children in conflict with the law are treated in line with international standards taking into account the best interests of the child

**Analytical Statement of Progress:**

The results achieved under this output mostly contributed to RKLA 2. The Parliament of Montenegro adopted amendments to the Family Law in July 2016. The process lasted for almost two years and was predominantly focused on the alignment of the Law with child rights-related international and regional standards and the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention). The process was led by the Ministry of Justice with UNICEF technical assistance. As a result, Montenegro’s legislature provided a child with full standing capacity in all proceedings affecting the child; introduced the institute of Support Person to the child; provided better guarantees for children’s voices to be heard and opinions considered throughout the entire court proceeding; and introduced provisions to facilitate child rights professionals in the process of the best interest determination. In general, improved substantial and procedural guarantees for the rights of the child to be adequately addressed and protected throughout the entire court proceeding were provided, and more opportunities were created for addressing child rights violations. In the future, relevant capacity-building initiatives will be organized in cooperation with the Ministry of Justice, the Ministry of Labour and Social Welfare, the Centre for Education of Judges and the Bar Chamber.

Within the END#Violence against children Initiative, UNICEF provided high-quality technical assistance to the Ministry of Justice for producing an analysis of the implementation of the
Law on the Protection from Family Violence for the period 2010-2015, and analysis of national legislation in relation to combating child online sexual abuse and exploitation with the view of its alignment with respective international instruments. Specialized EnCASE forensic software and training was provided to the newly established Cybercrime Unit that aimed to better identify child sexual material online and enhance efforts to investigate cases of child sexual abuse online and identify offenders. The ENCase training consisted of three sessions (EnCase I, EnCase II and EnCase Advanced).

UNICEF support continued to centre on implementation of the new law on treatment of juveniles in criminal proceedings with emphasis on alternative measures. In 2016, UNICEF supported capacity building of the new staff of the only juvenile justice institution in Montenegro to acquire new information, knowledge and skills through sharing of good practices and lessons learned with a well-developed EU country. Traditionally, UNICEF has been continuously advocating and promoting application of alternative measures for children in conflict with the law.

OUTPUT 4 Quality innovative learning and labour market skills building of adolescent boys and girls and youth-friendly services available and fully utilised

Analytical Statement of Progress:
UNICEF Montenegro has placed a greater focus on the second decade of life through formal and non-formal education and skills building since 2015. Following the success of piloting the programme for developing social and emotional skills in four primary schools, the pilot was scaled up to six additional primary schools with the intention to expand further. In order to improve quality and ensure sustainability, an analysis of primary, secondary and initial teacher training curricula was conducted, and recommendations were provided for their revision to include social and emotional and 21st century skills.

In 2016, UNICEF Montenegro was implementing a three-year programme Empowerment and Participation of Adolescents in Montenegro (2015-2018) in partnership with the Ministry of Education and NGOs DigitalizujMe and Pedagogical Centre of Montenegro. The programme strives to empower the most marginalized adolescent girls and boys with social, emotional and cognitive knowledge and skills to be civically engaged and to make informed decisions about their own lives and future.

During the year, the programme reached 22.4 per cent of adolescents through online channels and 2.8 per cent directly through face-to-face outreach. Since the focus is on skills building, the programme adopted a longer-term strategy of engagement: adolescent boys and girls received training and mentorship support over a period of three to five months. Because of the programme, 2,126 adolescents (53.3 per cent girls) acquired skills for designing and leading social change projects and social and emotional skills considered a necessary precondition for success in school and life.

Specifically, 373 adolescents were empowered with skills for: problem identification, creating targets, identifying stakeholders, prototyping solutions, adapting a solution to meet user needs, creating a project proposal and budget, and financial management. That initiative resulted in 75 adolescents (average age 17, of whom 62.5 per cent were girls) designing 16 social change projects. Eight of them have already have been implemented, with 12,000 direct and indirect beneficiaries as of the end of 2016. An additional four youth-led initiatives will be implemented in 2017. Moreover, 1,753 adolescents acquired social and emotional skills through formal and non-formal education. The focus was on optimism, integrity, creativity, empathy, gratitude, teamwork, tolerance, self-control and confidence. Given the regional disparities in Montenegro, some segments of the programme were heavily focused
on the northern region to ensure that all adolescents benefit equally from UNICEF’s and partners’ efforts to assist adolescents in reaching their full potential.

A youth information service, focused on youth employability, was piloted. The innovative service, based on behavioural science, allowed 750 adolescents from eight secondary schools to participate in 1,500 job viewings in 50 companies. This service fills a major gap revealed through surveys 43.1 per cent of Montenegrin adolescents enrolled in the two final grades of secondary schools participated; 12 per cent of adolescents get their information on career prospects from the Employment Bureau's nationwide service. Therefore, UNICEF Montenegro piloted the service to provide adolescents with an opportunity to acquaint themselves with up to three companies from different industries, allowing them to make an informed decision about their academic or professional future.

OUTCOME 2 By the end of 2016, Montenegro's legal and policy framework is harmonized with EU/UN standards, and policies related to child-focused governance and social inclusion of children are implemented and monitored

Analytical Statement of Progress:
The goal of this Programme component was reached since the national legal framework pertaining to children is aligned with UN and other international standards. Results achieved in 2016 contributed mainly to RKLA 2 and supported results under RKLA 3 and 4.

The focus of this programme component in 2016 was on alignment of the Family Law with the CRC and recommendations made by the Committee on the Rights of the Child and its adoption. The main achievement was the prohibition of corporal punishment that was introduced into Montenegrin legal system, with UNICEF technical support, policy dialogue and advocacy that began in early 2015. In addition, a new institution of child-trusted person – who provides support to children in family-related proceedings – was established.
However, implementation of the laws and policies will require close monitoring. The capacity of the Child and Social Protection sector to manage and coordinate the reform, including its financial aspects, remains an issue.

In close partnership with UNDP, the Ministry of Labour and Social Welfare and NGOs, the service of Family Outreach Worker was designed and implemented to provide intensive support to families and prevent family breakdown and placement of children in institutional care. In addition, the Strategy on Protection of Children from Violence for the period 2017-2021 was also developed. It will ensure cross-sectoral cooperation in addressing widespread violence against children in the country.

UNICEF Montenegro supported the capacity development of civil society in monitoring child rights, modelling and promoting inclusive and innovative services, garnering public support for the protection of children from violence and social inclusion of children with disabilities, and in contributing to the overall system response. This was part of the regional programme “Protecting children from violence and promoting social inclusion of children with disabilities in Western Balkans and Turkey” (EU, IPA 2015).

UNICEF Montenegro also continued to collect knowledge and child-related evidence in parallel with advocacy and policy dialogue and ensured that child rights are recognized and included in the Government and EU accession agenda.

With the technical assistance of UNICEF, the Government of Montenegro organised a high-level inter-sectoral discussion on the protection of children from violence, chaired by Vice Prime Minister, which was the first of its kind and proved to be an important step forward towards opening policy dialogue on the issue. Important conclusions of the discussion served as a basis for the later launch of the national campaign on protection of children from online violence on the internet, and facilitated implementation of the regional initiative for
strengthening the monitoring role of civil society in this area as well as inter-sectoral cooperation in this area. Within the implementation of a national Action Plan for EU Chapter 23, UNICEF Montenegro maintained close communication with the EU Delegation and responsible ministries. Regular inputs were provided to the EU Delegation within Progress Report preparation and the revision of the IPA Indicative Strategy Paper for Montenegro 2014-2020. UNICEF successfully used the momentum of the EU accession process to advance a child rights agenda particularly through sectoral operational plans.

**OUTPUT 1** Legislation harmonized with EU/UN stand

**Analytical Statement of Progress:**

UNICEF-supported legislative reform was mainly related to results under regional targets of RKLAs 1 and contributed to RKLAs 2 and RKLAs 3/4. The contribution is made to Strategic Plan Outcome 5 and RKLAs 3 by developing equity-focused models of preschool education.

In 2016, UNICEF Montenegro continued to support Montenegro in harmonizing its policies and legislation with international instruments and standards. Thanks to expert support, Montenegro's legislature provided children with full standing capacity in all proceedings affecting them; introduced the institute of Support Person to children; provided better guarantees for children's voices to be heard and opinions considered throughout the entire court proceedings; and introduced provisions to facilitate child rights professionals in the process of the best interest determination. In general, improved substantial and procedural guarantees for the rights of the child to be adequately addressed and protected throughout the entire court proceedings were provided, and more opportunities were created for addressing child rights violations. In addition, the amended Family Law of Montenegro for the first time prohibited corporal punishment against children. The Parliament of Montenegro adopted the amendments to the Family Law in July 2016. The amendment process lasted for almost two years and was predominantly focused on the alignment of the Law with Child Rights with related international and regional standards and the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention).

The first-ever Strategy on Protection of Children from Violence for the period 2017-2021, including financial projections for its implementation, was prepared with UNICEF technical assistance. It was developed by an inter-sectoral working group under the leadership of the Ministry of Labour and Social Welfare, which is very important for strengthening inter-sectoral cooperation and for future implementation.

**OUTPUT 2** By 2016 evidence-based policies and strategies are implemented in line with international standards and practice

**Analytical Statement of Progress:**

In 2016, UNICEF Montenegro continued its engagement in evidence generation to unpack barriers to the full realisation of children's rights, design social change campaigns and promote evidence-based policymaking.

The following were prepared:
The research Montenegro’s Children’s Online Safety, Risks and Opportunities, which informed the national campaign for the protection of children from online violence;
A KAP survey on preschool enrolment that informed the next phase of the communication for social change campaign Preschool for all in the northern municipalities;
Mapping and analysis of existing services and youth support programmes that informed a behavioural science pilot service focusing on employability (linking adolescents with companies through one-day job viewing);

the study, 'Youth and Obstacles to Employment - Focus on Recognition and Development of Social/Emotional Skills and Key Competences', which led to the development of social and emotional skills promotion in ten primary school and through non-formal education;

An evaluation of the programme for developing the social and emotional skills of children aged 9 to 11 in four primary schools that informed the programme and its expansion to an additional six schools;

The 2016 Country Analytical Report on children’s access to justice aimed at strengthening data quality and data management processes on the child access to justice; and

Updates of the TransMonEE database that enable international comparison of data over a broad range of areas.

UNICEF Montenegro advocated with the Ministry of Labour and Social Welfare that the list of child-related indicators be fully integrated into the Social Welfare Information System (SWIS). The list of indicators was agreed with the Ministry, and technical details on including the indicators were discussed with the relevant information and communications technology (ICT) company. SWIS is an electronic system for processing, approval, payments, monitoring and audit of social benefits/transfers and covers almost all social services business processes, including introduction of case management. The use of the system simplified procedures and made access to social benefits and services easier for the poor and marginalised.

UNICEF Montenegro invested in strengthening the capacity of the Statistical Office of Montenegro in terms of collecting data on alternative care data and definitions.

In accordance with good practice, UNICEF Montenegro provided inputs for the 2016 EU Progress Report, which consisted of recommendations pertaining to remaining bottlenecks and equity gaps in child rights realization, as well as inputs on the revision of the EU IPA Indicative Strategy Paper 2014-2020.

OUTCOME 3 By the end of 2016, national and local authorities systematically apply the principles and standards of the UN Convention on the Rights of the Child and Copenhagen Criteria and facilitate independent monitoring

Analytical Statement of Progress:
The programmes carried out under this outcome contributed to regional targets related to RKLA 8. In 2016, the Council for Child Rights actively monitored implementation of the National Plan of Action for Children. However, the Council did not achieve recognition as the leading child rights actor in Montenegro. Limited administrative capacities, absence of supporting organizational structures and limited accountability continued to affect the Council’s work. Frequent changes of ministers in the Ministry of Labour and Social Welfare, which is leading the Council, also had an effect.

To improve capacities of national bodies to streamline and monitor the child rights agenda, UNICEF broadened its partnerships and established a permanent collaboration with the Parliament of Montenegro as well as a network of CSOs that can monitor and report on child rights violations. In addition, and with the aim of increasing awareness on the issue of violence against children, its manifestations, frequency, associated stigma and social norms, UNICEF engaged closely with the Cabinet and other high-level interlocutors on systematic
application of the principles and standards of the CRC and Copenhagen Criteria. UNICEF also participated in global and nationally conducted surveys as part of its communication for change campaigns on violence against children and preschool education, both implemented in 2016. Attention was given to the Ombudsperson Institution and particularly to the issue of improving accessibility for children. One concrete result was the steady increase in the number of children’s direct complaints to the Ombudsperson’s Office in 2016. However, strengthening capacities of the Office in maintaining regular oversight and mainstreaming the child rights agenda in the country will require additional expert and technical support.

Overall, the country is still missing an effective and operational platform that will provide oversight, control, monitoring and streamlining of the child rights agenda.

OUTPUT 1 By 2016 Child Rights Council coordinates cross-sectoral implementation of the National Plan of Action for Children

Analytical Statement of Progress:
In the first half of 2016, the national coordinating body, the Council for Child Rights, continued the good practices from the previous year of being active in monitoring and implementation of the National Plan of Action for children. However, its work was somewhat affected by two ministerial changes in the lead Ministry for the Council, the Ministry of Labour and Social Welfare. Limited administrative capacities, absence of supporting organizational structures plus limited accountability of the Council for Child Rights were further affected by changes in the leadership of the Ministry that coordinates the work of the inter-ministerial body. It also resulted in fewer meetings than originally planned.

OUTPUT 2 By 2016 Ombudsman Office accessible to children and adequately equipped to investigate complaints of violations of child rights

Analytical Statement of Progress:
Results achieved under this output contributed to regional targets for RKLA 1, 2 and 8. Collaboration with the Ombudsperson's Office continued to address two main priorities: increasing accessibility of the institution for children and strengthening its oversight function. To increase the Ombudsperson’s capacities to provide independent monitoring of child rights, the institution was supported to participate in the 2016 ENOC (European Network of Ombudspersons for Children) Conference centred on the theme Education for All. The number of child-related complaints submitted to the Ombudsperson's Office has been constantly increasing thanks to effective promotion of its function and mandate among children and families as well as enhanced child rights monitoring skills and practices since 2012.

UNICEF Montenegro worked with national institutions on establishing a group of child rights civil society networks that can monitor and report on child rights violations.

OUTPUT 3 By 2016 municipalities use evidence for assessing, planning, budgeting and implementing integrated policies and strategies for boys and girls in line with national standards

Analytical Statement of Progress:
The targets for this output were achieved in 2014 with ten local action plans for children developed. The same is true for disaster risk reduction (DRR)-related targets. Risk assessments and corresponding preparedness and prevention plans were developed for five primary schools and an interdisciplinary curriculum for DRR was developed and approved by
the National Curriculum Council. In addition, risk assessments and DRR plans were developed in educational institutions where children stay on a residential basis (three resource centres: for children with autism, children with hearing impairments, and children with visual and physical impairments), the Home for Children Without Parental Care, as well as in the municipality of Berane, with emphasis on the Roma settlement.

OUTCOME 4 Cross-sectoral

Analytical Statement of Progress:
Major achievements for this outcome are the correct and timely processing and implementation of activities that enabled smooth functioning of UNICEF Montenegro. As described under respective outputs, the relevant interventions related to direct administrative and operational support for day to day functioning of the Office and implementation of the Annual Work Plan.

OUTPUT 1 Staff costs

Analytical Statement of Progress:
Funds allocated to this output were primarily used for funding cross-sectoral support provided by the UNICEF Executive Assistant and Communication for Development Officer related to external communication. UNICEF staff and partners were provided with tools, guidance and resources for effective communication on child rights.

OUTPUT 2 Travel

Analytical Statement of Progress:
This outcome was used for travel related to cross-sectoral positions and support. Travel of the Communication for Development Officer was charged to relevant programme outcomes.

OUTPUT 3 Operating costs

Analytical Statement of Progress:
The funds utilised under this output contributed to the efficient operation and administration of UNICEF Montenegro, contributing to successful programme results.

UNICEF provided human resource support that contributed to the achievement of other outputs within the programme component, or across programme components in the CPD.

Other components of this output included administrative support to programmes, such as assistance in organization of events and other miscellaneous services such as advertisements, taxi services, fuel, courier, communication costs, and so on. It all contributed to the overall effective implementation of programmes.

OUTCOME 5 The identity, direction and well-being of UNICEF and staff are managed efficiently and effectively to enable the achievement of results for children in the country

Analytical Statement of Progress:
Internal governance and management systems were strengthened to make more efficient use of UNICEF resources and be more effective in programming and managing for results for children. The CMT and the statutory committees met regularly to monitor compliance with
the corporate performance benchmarks and take actions when needed. The annual management plan provided an up-to-date framework for UNICEF operations in Montenegro. The Management Dashboard and Scorecard were regularly used to keep track of the status of Key Performance Indicators and to introduce immediate corrective measures as appropriate.

UNICEF Operations provided essential support to the programme delivery in managing cash transfers. DCT disbursements reached approximately US$ 0.43 million. VISION-generated and Management Dashboard reports were used to monitor timely liquidation of advances to partners, budget utilisation and management of contracts. Continuous guidance was provided to partners on UNICEF funds management issues to ensure compliance with the new guidance on cooperation with CSOs and the updated PCA policy. Spot checks of partners were completed as planned.

Safety and security of UNICEF staff and office premises were constantly monitored during the year, in close coordination with the UN Security Management Team and the United Nations Department of Safety and Security (UNDSS).

In September 2016, a staff retreat provided an opportunity for team building and building capacities of all team members in behavioural science and its application in development and implementation of programmes and interventions.

OUTPUT 1 Governance and systems exist to support the direction of country operations

Analytical Statement of Progress:
UNICEF Montenegro defined appropriate management indicators and regularly monitored performance against these indicators taking corrective action as appropriate. An appropriate supervisory structure was established, consisting of a CMT, a programme coordination group, a contract review committee and other advisory teams and committees. They functioned as planned, with clear terms of reference.

Recommendations from meetings were adequately documented, monitored and implemented. Regular review of the UNICEF Management Dashboard for UNICEF Montenegro and the Scorecard helped to ensure that all alerts were addressed in due course. The Regular Resources utilization rate was 100 per cent. All grants expired during 2016 were fully utilised before the grant expiration date. The Micro Assessment Assurance Plan was updated and monitored on a quarterly basis. All donor reports were submitted on time. The Table of Authority was updated when needed. UNICEF Montenegro successfully transferred finance functions and some human resources functions to the GSSC. The percentage of cases rejected by the GSSC was below one per cent. Funds utilised under the travel component were mainly used for regional and global meetings and advocacy events as well as for learning and knowledge exchange initiatives. The Representative attended: the Strategic Moment of Reflection and programme and budget review meeting, the regional management team meeting in Kiev and numerous speaking engagements with US Fund.

OUTPUT 2 Stewardship of financial resources creates the conditions to pursue country operations

Analytical Statement of Progress:
This output covers management of financial and other assets of the organization, including activities and costs associated with office administration and finance, such as rent, office furniture and equipment, office security, maintenance and vehicles. Funds utilised under the
operating expenses component of this output contributed to the overall achievement of the Country Programme's goals through the provision of services and facilities that enabled adequate office functioning. These costs included security costs, maintenance of office space, common services costs and operating costs.

OUTPUT 3 Human resources have the capacities, skills, morale and motivation to support country operations

Analytical Statement of Progress:
To respond to needs identified in the midterm review of the current Country Programme and preparation of 2017-2021 Country Programme, UNICEF Montenegro strengthened internal capacities in education, child rights monitoring, data and statistics, public financing and social protection to adequately respond to the new opportunities and challenges.

In that context, the office training plan was developed and implemented, as were effective personal development plans. New staff were also recruited. Newly recruited staff were trained on UNICEF rules and procedures at various levels.

UNICEF Montenegro continued to support participation of relevant staff members at sectoral meetings, workshops, seminars and emergency and development assignments.

UNICEF Montenegro successfully applied human resources policies on learning days, flexi-time and working from home. Ensuring staff well-being and maintaining high staff morale were constant priorities of management and the local JCC, which met regularly to discuss and solve any staff-related issue or concern.

### Document Centre

#### Evaluation and research

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<td>Report on the Beneficiary Assessment of Child Care System Reform 2010-2015</td>
<td>2016/005</td>
<td>Study</td>
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<tr>
<td>Youth and obstacles to employment</td>
<td>2016/002</td>
<td>Research</td>
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<tr>
<td>Montenegro’s Children Online Safety, Risks and Opportunities</td>
<td>2016/003</td>
<td>Research</td>
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<tr>
<td>KAP prior and after the “Pre-school for All” campaign</td>
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<td>Study</td>
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<tr>
<td>Analysis of existing services and youth support programmers (focus on supporting employability)</td>
<td>2016/001</td>
<td>Research</td>
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#### Other publications

<table>
<thead>
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<tr>
<td>Šta treba znati i kako postupati u odnosu na rani razvoj djeteta</td>
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<tr>
<td>Vodič za savjetodavni rad s porodicom novorođenčeta sa smetnjama u razvoju u zdravstvenim ustanovama</td>
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#### Lessons learned

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<tr>
<th>Document Type/Category</th>
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<tbody>
<tr>
<td>Innovation</td>
<td>Smartphone app NET prijatelji (NETFriends) for children to learn to recognize, prevent, stop and report violence online</td>
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<tr>
<td>Innovation</td>
<td>Preschool for All Campaign in 2016</td>
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Programme documents

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<tr>
<td>CPAP</td>
<td>United Nations Development Assistance Framework (UNDAF) for Montenegro</td>
<td>Integrated UN Programme 2017-2021 - eng.pdf</td>
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<tr>
<td>Reviews</td>
<td>UN Montenegro Country Analysis</td>
<td>2015-10-01 CCA Montenegro - eng final.pdf</td>
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<td>Reference Documents</td>
<td>Montenegro Integrated UN Programme</td>
<td>MNE Integrated UN Programme - Signed.pdf</td>
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<td>CPMP</td>
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