Executive Summary

The national reform and policy agenda in Montenegro in 2013 was characterized by the opening of key chapters and development of strategies and action plans in the early stages of negotiations for the country's accession to the European Union. A key strategic result has been the inclusion of main child rights priorities from the CPD in those documents. A new national law on Social and Child protection, in line with international standards, was adopted and paved the way for accelerated reforms of the child protection system including a clause prohibiting placement of boys and girls under 3 in large scale institutions, installation of Montenegro's first child protection database with over 12,000 entries and the launch by the Prime Minister of a nation-wide foster care campaign: "Every Child Needs a Family" which has caused a significant increase in the number of applications to become foster parents.

C4D efforts tackling stigma on childhood disability through the 'It's About Ability' campaign during the first half of 2013 continued to contribute to improved public attitudes. A Knowledge Attitude and Practice study completed in December 2013 revealed that since the C4D work began in 2010, the percentage of people who believe children with disability belong in mainstream education increased from 36 per cent to 80 per cent. A synergy between this and the 'Every Child Needs a Family' campaign appear to contribute to an increase in the number of citizens who believe children with disability deprived of parental care should be in foster and not institutional care increased from 51 per cent to 73 per cent. [http://www.unicef.org/montenegro/media_25571.html](http://www.unicef.org/montenegro/media_25571.html). The campaign has been running alongside reforms of the sector which have yielded a 10 per cent increase in the number of boys and girls with disability in mainstream education during the reporting period.

The implementation of the reforms stemming from the 2011 Law on Children in Criminal Proceedings was accelerated by the creation of a sector of professionals trained and equipped to deal with children as victims, offenders and witnesses of crime across the judiciary, the police, prosecution and defence, installation of audio visual equipment for child friendly interviewing and establishment of three regional Support and Referral services to serve as a link between Justice and Social sectors in protecting the best interests of the child.

The PISA study showed limited progress in primary school outcomes in Montenegro, which continues to lag behind other neighbouring countries with similar, and sometimes lower, rates of education expenditure. The pre-school enrolment rate also remains low at 35.1 per cent, though efforts to expand the sector are ongoing. The PISA revealed a clear link between pre-school attendance and improved primary school outcome.

Unforeseen delays to adoption of the Law on Child and Social Protection meant that all pre-conditions and bylaws could not be in place to fully support the foster campaign that was launched in October.

Country Situation as Affecting Children & Women

Economic and poverty data available are from 2012 and reflect 2.5 per cent real growth rate of GDP with a predicted positive but modest improvement to a real growth rate of GDP in 2013 of 1.8 per cent. Poverty increased from 9.3 per cent in 2011 to 11.3 per cent in 2012. The latest available figures on child poverty come from 2009 data which compared child poverty at 10 per cent with a then national poverty rate of 6.3 per cent. The comparatively high child poverty rate stems from the concentration of poverty in large and rural families. It is anticipated that as part of data system reforms, in the coming period child poverty rates will be routinely gathered by the national Statistics Office of Montenegro (Monstat).

Children living in poverty, Roma and Egyptian children, children with disabilities, children deprived from parental care and children in conflict with the law remain the most vulnerable groups in Montenegro.

An assessment of perinatal care in Montenegro revealed major challenges of mother and babies including statistics, referral, absence of rooming in and absence of protocols and guidelines. Under 5 mortality is on track for the MDG target, but the Government has recognised the need to strengthen the perinatal care
system.

The OECD PISA 2012 study showed modest gains in education performance of 15 year olds in mathematics, science and reading, however Montenegro's overall performance remained low, 54th out of 65 participating countries and behind most neighbouring countries which have similar education sector expenditure rates (as a per cent of GDP). The pre-primary school net enrolment rate coverage of children from 0-6 years of age grew slowly reaching 35.1 per cent, though this remains low by regional comparison and with significant disparities affecting poor, rural and Roma and Egyptian boys and girls.

The overall school attendance rate is 95 per cent according to 2011 Census data, but just 49 per cent of Roma and 46 per cent of Egyptian children from 6-17. The latest UNICEF’s study on obstacles to education for Roma and Egyptian children in Montenegro identified multiple obstacles hindering access and school attendance of these children: stigma and discrimination, poverty, housing and hygiene and cultural attitudes but also gaps in monitoring systems and slow implementation of legislation designed to improve their prospects. In real terms there have been dramatic increases in the number of boys and girls with disability attending school since the inception of C4D, education sector reforms and the establishment of multi-disciplinary referral commissions from 2009 onwards. In 2013, there was a 10 per cent increase in the number of boys and girls with disability attending school, however there are no conclusive childhood disability prevalence rates in the country and therefore the overall percentage of children with disability in school cannot be estimated.

A Knowledge, Attitudes and Practice survey on violence against children launched jointly with the Parliament showed that 1/3 of respondents know a child who was victim of school violence and 53 per cent of respondents believe that corporal punishment is sometimes justified. The study also revealed that 1 in 10 citizens knew someone who had been a victim of child sex abuse, although 30 per cent of respondents believe that child sex abuse is not present in Montenegro. This represented one of the first times that the subject of child sex abuse had been discussed publicly in Montenegro.

In 2013, the new Law on Social and Child Protection was adopted and development of corresponding bylaws is on-going. New National Plan of Action for Children 2013-2017 was adopted too but the government mechanisms for coordinating and monitoring of NPA implementation remained under-utilised.

Infrastructure for community based services for children with disabilities further improved. There are 7 Day Care Centres (DCCs) that are operational, 4 in preparation and another 2 under construction. Still, several bottlenecks need to be further addressed: (a) lack of sustainable budgeting of the DCCs; (b) lack of standards of quality (c) Small Group Homes for children with severe disabilities do not exist (the first one is under construction); and (d) not sufficiently developed non-kinship fostering.

In 2013, number of boys and girls deprived from parental care who are placed in the largest Children’s Home “Mladost” further decreased to 116 children out of which 15 children were below 3 years. The Government of Montenegro has made a commitment to de-institutionalise all children younger than 3 years and prevent their institutionalisation in the future by providing alternative, family based care. To that end, implementation of the Strategy on Fostering is essential. The KAP survey on fostering revealed that contrary to evidence from 50 years of scientific research, 58 per cent of Montenegrins believe that placing a child without proper parental care in an institution is an adequate form of protection; and 37 per cent of citizens believe that a child growing up in an institution stands equal chances for growth and development as a child growing up in a family. In September 2013, The Prime Minister, the EU and UNICEF launched a national campaign on fostering “Every child needs a family”. The campaign is aimed at supporting de-institutionalisation process through strengthening of non-kinship fostering and has already resulted in a large increase in applications to become foster parents. Children with disabilities comprise 65 per cent of all children in institutional care and early evidence of the impact of the Every Child Needs A Family campaign is that a survey on disability in December revealed a 22 percentage point swing in public opinion in favour of placing children with disability who are deprived of parental care in foster rather than institutional care.

In 2013, in the area of justice for children the priority was on operationalization and implementation of the Law on Treatment of Juveniles in Criminal Proceedings through development of corresponding bylaws,
specialization of professionals, improving of conditions for interviewing child victims and witnesses of crime and promotion of implementation of alternative measures. Noteworthy results were achieved in application of Victim/Offender Mediation for juveniles in conflict with the law with 87 successfully resolved cases in 2013, which was increase by 52 per cent compared to previous years. Despite the positive results, the rights of children participating in civil proceedings did not receive sufficient attention.

Country Programme Analytical Overview

The implementation of the country programme in 2013 combined legislative changes, programme interventions, capacity development, advocacy and strategic partnership work, largely embedded within the broader EU accession driven reform process currently underway in the country. The Programme remained focused on barriers and bottlenecks affecting the most disadvantaged boys and girls as identified by UN CRC concluding observations and other strategic evidence.

The programme continued to strengthen a national data collection system and the use of strategic evidence by developing indicators and operationalization of child protection and juvenile justice data base and through the launch of 2013 Montenegro MICS. A new global tool for collection data on disability developed by the Washington Group on Childhood Disability was tested in Montenegro with the support from national statistics office and parents associations.

C4D remained a core component of the programme in 2013. Two large scale campaigns “It’s about ability” – on inclusion of children with disabilities (CWD) and “Every child needs a family” – promoting fostering and the right of a child to live in family were targeting negative societal attitudes and practices. Positive results and the synergy of the two campaigns are revealed in recent KAP survey showing the increase from 58 per cent to 73 per cent of people who think that children with disabilities who are without parental care are better off in a foster family than in an institution (Dec 2012 to Dec 2013).

Advocacy has been broadened and included direct work in communities through supporting volunteers clubs on inclusion of CWD and through direct promotion of the right of a child to live in family. Direct advocacy for fostering has been strengthened through organization of open days on fostering in each municipality in combination with innovative ways of communication and dissemination of information through media.

The UNICEF programme remains fully aligned with EU accession processes and strategic partnership with EU in the areas of justice for children and social and child care system. CO programme priorities are fully included in Government - EU accession agenda, most notably through its incorporation in Country Strategy Paper (2014- 2020) and Action plans for implementation of chapters 23 and 24 (2013-2017) of accession negotiations that were recently opened. CPAP indicators will have to be altered during the MTR due to unavailability of appropriate data to measure progress.

Humanitarian Assistance
No humanitarian assistance was provided during the reporting period.

Effective Advocacy

Fully met benchmarks

Advocacy remained at the heart of the work of the country office during the reporting period and contributed to high level engagement and action on child welfare reform, education inclusion and juvenile justice and most important, ensuring inclusion of the child rights agenda in the key strategic planning and operational documents of the European Union accession process.

UNICEF generated a number of pieces of strategic evidence to inform advocacy and policy dialogue in the country during the reporting period including a determinant analysis based study on obstacles to education amongst the Roma and Egyptian minorities, reoccurring knowledge and behaviour (KAP) surveys on disability stigma and institutionalization and fostering. In all three areas, efforts were done to raise awareness and galvanise action with policy makers, the media, the private sector, civil society and religious organisations.
The Prime Minister and the Head of the European Union Delegation to Montenegro joined UNICEF at the launch of the Every Child Needs A Family campaign, aimed at promoting foster care and other family based alternatives to institutional care of children in October. This was a follow up to a UNICEF supported Law on Social and Child Protection which prohibits placement of very young children in institutional care. During the campaign, the UNICEF Representative attended promotional events nationally and in every municipality in the country with Mayors, national and international celebrities and gained support and advocacy directly from all religious leaders, newspaper editors, the Post Office and a range of other partners. The impact of these advocacy efforts will be assessed at the end of January 2014.

UNICEF continued to be present in the parliament throughout 2013 in particular at the regular sessions of the Committee on Human Rights and Freedoms with whom it also planned a regional conference on children's rights to be held early in January 2014. UNICEF also launched a study on violence against children in the parliament in partnership with the Montenegrin Parliamentary Delegation to the Council of Europe.

**Capacity Development**

*Fully met benchmarks*

Key areas for capacity development in both the child care sector and justice sector reform were jointly identified with Government and European Union partners and were advanced through development of fully aligned national standards and legal frameworks, development of systemic tools for managing performance and continuous training. Capacity development strategies were informed by appropriate and participatory diagnosis of systemic gaps where required.

In the child care reform, social workers were trained and supported to implement the new legal framework on child and social protection, management of the newly installed child protection database and management and training of foster carers. In order to support prevention of child abandonment 10 per cent of professional workforce in centres for social work have been trained in family counselling (preventive work with children and families at risk). Judges, police, prosecutors and lawyers were trained in implementation of the new legal framework on dealing with child victims, suspects, perpetrators and witnesses of crime and also on correct use on newly installed audio visual equipment for child friendly interviewing. Justice for children training was integrated into the regular training of all rule-of-law and justice sector professional training institutions.

Training on management and dissemination of data was undertaken with the National Statistical Office of Montenegro in preparation for 2013 Montenegro MICS, which was conducted during the reporting period for dissemination in the first half of 2014. Training and support was also provided to enable cognitive testing in Montenegro of a new global tool being developed for measuring childhood disability prevalence.

A training module on child friendly reporting was developed and integrated into journalism degree teaching with the University of Montenegro as part of a wider partnership agreement to promote children's rights. A number of schools were trained on management of violence and peaceful conflict resolution as part of broader national efforts related to education sector reform, the campaign to stop violence against children and justice for children.

**Communication for Development**

*Fully met benchmarks*

C4D campaign ‘It's About Ability’ (http://www.unicef.org/montenegro/15868_15881.html) launched in September 2010 continued promoting inclusion of children with disabilities in 2013. According to the findings of the latest Knowledge, Attitudes and Practice (KAP) evaluation survey undertaken on a nationally representative sample of 1,000 citizens in December 2013, the percentage of people who find it unacceptable that a child with disability goes to the same class with their child decreased from 39 per cent in December
2012 to 20 per cent in December 2013, while the percentage of people who find it unacceptable that a child with disability is the best friend of their child decreased from 67 per cent in December 2012 to 49 per cent in December 2013.

A new C4D campaign Every Child Needs A Family (http://www.unicef.org/montenegro/15868_24752.html) was launched in September 2013 with the aim of increasing the number of foster parents in the country and decreasing the number of children in residential institutions. This campaign is still ongoing, but the KAP survey on inclusion from December 2013 shows that fostering campaign, implemented in the last quarter of 2013, had a positive impact on the attitudes towards deinstitutionalization of children with disabilities. Percentage of people who think that children with disabilities who are without parental care are better off in a foster family than in an institution increased from 58 per cent in December 2012 to 73 per cent in December 2013. This data demonstrates that there is a synergy between two campaigns – It’s About Ability and Every Child Needs A Family - in 2013.

Learning from the Behavioural Insights office of the British Government, who apply academic research on behavioural economics and psychology to public policy, services and behavioural change, an innovative approach was added to the Every Child Needs A Family campaign. Montenegro's first ever freepost, self-adhering all-in-one envelope/application form was developed and disseminated through every national newspaper with the help of the national Post Office and all newspaper owners and contributed to a 10 per cent increase in the number of families making an initial enquiry about becoming foster parents.

During the reporting period, UNICEF also produced a Determinant Analysis based study on obstacles to education for Roma and Egyptian minority children http://www.unicef.org/montenegro/Studija_UNICEF-za-web-en.pdf which was followed up by training and story/article roll out for journalists on promotion of positive images of Roma and Egyptian minority children. This resulted in over 40 articles in the national media presenting positive images of Roma and Egyptian children.

**Service Delivery**

*Fully met benchmarks*

Montenegro is an upper middle income country and the country office does not deliver direct services.

**Strategic Partnerships**

*Fully met benchmarks*

There are five resident and 7 regionally based United Nations agencies operating under an umbrella of Delivering as One in Montenegro. The broad strategic aim is to support government and civil society in advancing the human rights and development agenda through the European Union accession driven reform process.

As part of the UN system and as an individual agency, UNICEF works very closely with the European Union Delegation to Montenegro and key EU divisions in Brussels on implementation of reforms in the child welfare and justice for children sector and maintains a broad dialogue on a wider range of key children's rights issues. In addition to our regular shared CPD and policy dialogue with government, UNICEF also has strong partnerships with the Parliament, particularly the Committee on Human Rights and Freedoms, the Office of the Ombudsman and the national statistics agency (MONSTAT) which has been strengthened through the preparation of a Multiple Indicators Cluster Survey (MICS) during the reporting period.

UNICEF maintains dialogue with the private sector, primarily to encourage corporate social responsibility investments which support ongoing reforms contributing to lasting change for children, rather than forming a project and often counter-productive investments which have little impact or work against the rights of children. The private sector gave strong practical support to the Every Child Needs A Family campaign,
particularly broadcast media through free advertising of promotional videos, newspapers delivering free self-post envelopes and advertising agencies charging reduced partial fee for deployment of campaign billboards throughout the campaign. New partnerships were built with international and national celebrities, five main religious leaders in the country and the national Post office.

UNICEF maintains partnerships with a number of civil society organisations at the policy dialogue and advocacy level, but also through small scale financing agreements in some specific, technical areas.

Partnerships with the academic community were strengthened during the reporting period with a new Memorandum of Understanding on collaboration with the Faculty of Political Science, which houses the schools of journalism and social work. The agreement included introduction of a syllabus on child friendly reporting. UNICEF also collaborated with the Faculty of Drama on production of audio book format text books for children with visual impairments to promote community-based school inclusion of children with disability.

Knowledge Management

Fully met benchmarks

In 2013, UNICEF Montenegro in collaboration with the Statistical Office of Montenegro (MONSTAT) conducted the field work for 2013 Montenegro MICS survey. Data processing, analysis and report writing is in progress. The survey covered nationally representative samples of household of: (i) general population (4600 households); and (ii) Roma population (700 households). The sample was designed in such way so to ensure high representation of women, children under 5 years, and men. For the first time in Montenegro there was a separate survey on Roma and Egyptian minority in MICS looking into details of their lives. Montenegro was the first country that used newly designed tools and methodology for the 5th round of MICS. The survey will provide extensive, internationally standardised and comparable data that would form the basis of national reporting on MDGs. Furthermore, the survey will generate most recent and reliable baseline data on children in Montenegro that would inform the MTR process, relevant EU accession negotiations and reporting to the Committee on the Child Rights. Presentation of the final report is planned for the first half of 2014.

2013 also saw the operationalization of the first child protection database linking all Centres for Social Work at the local level and Ministry of Labour and Social Welfare (MoLSW) at the national level. The database has been in use since January 2013, and as of 10 December 2013, it contained 12,300 entries. It is worth mentioning that the child protection database will be integrated into the MoLSW’s Information System (known as the Social Card) in due course.

Progress has also been made in gathering and analysing data on juvenile justice issues. Improvement of the Juvenile Justice Data Collection and Information System has been ensured through development of methodology consisting internationally agreed JJ indicators to be integrated into existing judicial information system (PRIS). The methodology has been developed on the basis of UNDOC and UNICEF standards and an Assessment Report on Judicial Information System.

During the reporting period, UNICEF also produced a Determinant Analysis based study on obstacles to education for Roma and Egyptian minority children http://www.unicef.org/montenegro/Studija_UNICEF-za-web-en.pdf . It is anticipated that the study will contribute to improved analysis and diagnostics of the complex barriers that contribute to education sector inequity.

Knowledge, Attitude and Practice (KAP) surveys were utilized to set baselines and monitor change in the UNICEF's C4D work throughout the reporting period, most notably for the Every Child Needs A Family campaign and the It's About Ability campaign.

Human Rights Based Approach to Cooperation

Fully met benchmarks
During the reporting period, the main observations of the UN Convention on the Rights of the Child and the UPR process were central to the work of the office.

Fulfilling the obligations of the Human Rights Council membership was high on the agenda in 2013, in view of Montenegro’s election in the UN Human Rights Council (HRC) for a three-year term from 2013, together with meeting recommendations from the second cycle of the Universal Periodic Review.

**Gender Equality**

*Fully met benchmarks*

Gender mainstreaming is managed through the UN Delivering as One programme by a thematic group on human rights and gender, which attempts to monitor programmatic performance through a gender lens. Key gender issues for the country office during the reported period are early marriage in Roma and Egyptian community and domestic violence. UNICEF is actively supporting systemic reforms that seek to address these areas.

**Environmental Sustainability**

*Fully met benchmarks*

UNICEF supported the Ministry of Education and Ministry of Interior in adopting a systemic approach to reducing vulnerability of schools to disasters caused by natural hazards. A new interdisciplinary programme on Disaster Risk Reduction (DRR) has been introduced in primary education. School Safety Assessments and accompanying Action Plans for Preparedness and Response to disasters were developed for selected schools in the areas most prone to earthquake. Special focus was placed on raising the awareness and knowledge of children about natural hazards and their active participation was ensured.

**South-South and Triangular Cooperation**

Reform of the social and child welfare sector was supported through significant partnership and technical exchange from neighbouring countries of Serbia and Croatia. This resulted in strengthened strategies on foster care and development of bylaws supporting the reform of the child protection system.

A sub-regional partnership in Disaster Risk Reduction in schools in South Eastern Europe included a regional conference in Montenegro to exchange knowledge and experience. After the conference, Montenegrin delegation visited Bosnia Herzegovina to present experiences in developing and introducing DRR programmes in primary schools, methodology for school safety assessment, and preparedness and response action plans.

During the reporting period, a government delegation from Kosovo visited Montenegro to learn of Montenegro's experience of development and implementation of a new law on protection of children in criminal proceedings, including alternatives to custodial sentences.
Narrative Analysis by Programme Component Results and Intermediate Results

Republic of Montenegro - 8950

PC 1 - Child protection and social inclusion

On-track

PCR 8950/A0/03/001 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

Progress:

Reform processes in 2013 were focusing on harmonization of legislation, policy and practice with international standards, identification of remaining gaps, capacity development, strategic evidence collection and introducing of new child protection services at national and local level. Particular focus in the implementation of this programme component was given to: inter-sectoral collaboration needed for comprehensive and holistic approach in addressing gaps in access to social services for most vulnerable groups of children; effective implementation of adopted laws and policies. Progress has been achieved in all main elements of this programme component: new Law on Social and child welfare has been adopted and continuous support was provided to national stakeholders in developing of bylaws and quality standards for child protection services. A new coordination and quality assurance mechanism – Institute for Social Welfare is being established. Decentralization of child protection services is ongoing and network of community based services is expanding. Protocol on multi-sectoral cooperation on deinstitutionalization has been prepared. UNICEF assisted Government in increasing capacities for providing quality social work interventions and continuation of deinstitutionalization. Systematic efforts on inclusion of children with disabilities into mainstream education continued, combining legislative changes, programme interventions in capacity building, expending community services and awareness raising campaigns. In 2013, policy dialogue on the quality of education has been initiated and first “green paper” is expected to be submitted to the Ministry of education by four main national educational institutions. Setting up of effective mechanism for immediate response to violence against children at local level was supported in 2013 and will remain in focus in the future. Concerning the reform of the justice sector for children, UNICEF focus was on support to the implementation of Law on Treatment of Juveniles in Criminal Proceedings through EU supported “Justice for Children” initiative. Impressive results were achieved in the area of application of alternative measures: victim/offender mediation. Still, additional work is needed in the area of administrative and civil proceedings as well as strengthening of prevention, rehabilitation and reintegration programmes.

On-track

IR 8950/A0/03/001/001 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

Progress:

Intensive reform of health, education, social and child protection sectors, intersectoral collaboration at national and local level and establishment of sustainable services at community level is still a crucial factor in fulfilment of children's rights in Montenegro. UNICEF has contributed to the achievement of the following results: new Law on Social and Child Protection was adopted setting up the framework for development of community based services; set of Standards on child protection community services has been developed; National Strategy on Fostering adopted; Strategy on development of social and child protection system 2013-2017 adopted; Analysis of working practice and capacity of Centres for Social Welfare conducted and policy dialogue on reform of CSWs initiated; secondary legislation is under development with UNICEF technical assistance; capacity of social welfare and health care professionals to conduct assessment and care planning at local level, increased through transfer of knowledge on case management, fostering, guardianship, prevention of young child abandonment and first group of social workers awarded with family counselling certificates. Work has been continued on establishment of new coordinating and service quality assurance mechanism within the Ministry of Labour and Social Welfare (MOLSW); the first ever child protection data base has become operational networking MOLSW and each local Social welfare centre; Day Care Centres for children with disabilities supported through capacity building and basic equipment. Following the adoption of the legislative framework, a nation - wide campaign on fostering called "Every child needs a family" has been launched in September 2013, together with the Prime Minister. For less than three months of the campaign more than 70 potential foster families have been identified.

Cooperation has continued with the Ministry of Education (MoE) on inclusion of children with disabilities (CWD) in mainstream schools: Strategy on Inclusive Education (2013-2017) has been prepared; Analyses of the work of local Commissions for orientation of CWD conducted and specific recommendations delivered to each commission. As a result of a holistic approach, combining C4D, legislative interventions and capacity building, the increase in number of CWD in mainstream education continued (10 per cent increase reported by August 2013) and positive results in inclusion of CWD were shared at Ministerial conference in Istanbul in December 2013. Systematic intervention aiming to support expansion of early childhood education coverage by analysing current infrastructure, trends and different financial models, is being provided to MoE through conducting the Study on investment in ECE with focus on most marginalized children; Education sector has been supported in strategic evidence use and professionals from all relevant educational institutions were trained on evidence based policy planning. First DRR interventions in education sector were implemented through awareness raising, development of DRR interdisciplinary curricula, development of Teacher's manual and risk assessment and action plans for selected educational settings.

Following the Assessment of perinatal care system in Montenegro UNICEF is providing support to the Ministry of Health in development of first set of Protocols on perinatal care needed to improve treatment of mothers and newborns. Insufficient capacities in sectors, lack of data and non-sustainable financing of the reform process by the Government were main obstacles to even more efficient undertakings. UNICEF will be focused on strategic knowledge investments in sectors with particular
focus on public finance management structures.

**On-track**

**IR 8950/A0/03/001/002** By 2016, government strengthens prevention and response mechanisms to protect children from abuse and violence

**Progress:**

The legal framework for protection and prevention of violence against children has been strengthened and aligned with international standards. However the data on reported and prosecuted children would suggest more work is needed to strengthen front-line services and ensure effective follow-through. In addition, intersectoral collaboration needs to be strengthened in order to provide adequate urgent care for children victims or witness of violence.

In 2013, 10 per cent of the professional workforce in Centres for social welfare were trained on family counselling. CO in cooperation with UNDP and Ministry of Labour and Social Welfare supported Operational Multidisciplinary Teams (OMTs) for protection from family violence and violence against children in 10 municipalities. Training programmes on case management and intersectoral collaboration on protection of children form violence, abuse and neglect are in the process of development and all OMT members will be trained in 2014. UNICEF and the Ministry of education continued joint work on creation of safe school environment in Montenegro. The manual for teachers on "School without Violence" has been developed, published and presented to teachers and school staff throughout the country. Evidence on child victims/witnesses of violence is strengthened by operationalization of Child protection data base in 2013 providing continuous data collection needed for adequate monitoring and evidence based policy development.

In 2013, UNICEF conducted a survey (KAP) on Montenegro’s citizens’ knowledge, attitudes and practices related to violence revealing a lack of awareness of the general population regarding some forms of violence in particular those that are still hidden and associated with stigma. When it comes to the sexual abuse of children, nearly half of the population (46 per cent) believe it is not present in Montenegro whilst at the same time, almost one out of ten adult citizens in Montenegro claims to know a child or an adult who was a victim of sexual abuse in childhood. Field work and KAP results indicates that systematic approach will have to be intensified in this area including better family outreach, prevention and urgent need for more effective and better coordinated social support and immediate response on violence against children.

**On-track**

**IR 8950/A0/03/001/003** By 2016 children in conflict with the law are treated in line with international standards taking into account best-interest of the child

**Progress:**

The CO continued to provide support to the national justice system in effective implementation of the new Law on treatment of juveniles in criminal matters. Relevance of the programme in this area has been recognized and UNICEF is identified as main partner in implementation of the Action plan for EU acquis Chapter 23 in the area of justice for children (2013-2017), which is part of the EU accession process. In 2013 UNICEF supported training of all professionals - police officers, judges, prosecutors and lawyers who are dealing with juveniles in criminal proceedings. Specialized programmes are developed and approved as a part of regular curriculum by professional associations. Several bylaws were developed and three Professional support services for juveniles were established (in the Office of the Supreme State Prosecutor and two Higher Courts). Education on peaceful conflict resolution has been conducted in schools. Continued support in juvenile mediation resulted in constant increase in number of juveniles referred to mediation. However, the system still need to improve preventive, rehabilitation, reintegration programmes and social support for juveniles in conflict with the law. UNICEF will focus its work around these priorities in future together with strengthening practice and child friendly proceedings in civil and administrative cases.

**On-track**

**IR 8950/A0/03/001/004** By the end of 2016 targeted excluded families access basic services and practice inclusion seeking behaviours

**Progress:**

In September 2013, a mass C4D campaign "Every child needs a family” – promoting fostering, was launched with the Prime Minister and the EU Head of Delegation. The campaign followed intensive legislative work – resulting in adoption of the new Law on social and child welfare, Strategy on Fostering and several bylaws. Right of a child to live in a family environment is being promoted nationally through public TV commercials, billboards across the country and national events attended by highest officials, professionals and general public as well as at the local level through organization of open days on fostering in each municipality. The campaign is supported and promoted by international and regional celebrities as well as by notable individuals from local communities. The campaign will be extended in 2014.

In parallel, C4D campaign "It's about ability" continued promoting inclusion of children with disabilities. In its third year, focus of the campaign was shifted from general awareness to changing practices and attitudes and was mainly directed to community mobilization and promotion of inclusive behaviour across the country. The results of the final year of the campaign were measured through KAP survey revealing continuation of positive trends, in particular: decrease from 39 per cent to 20 per cent (from Dec. 2012 to Dec. 2013) of the percentage of people who find it unacceptable that a child with disability goes to the same class with their child as well as decrease from 67 per cent to 49 per cent of people who would not accept a child with disability is the best friend of their child.

Since two campaigns were run in parallel, the office combined different approaches to ensure synergy and no overlapping. Results of KAP proved the success of the above: percentage of people who think that children with disabilities who are without parental care are
better off in a foster family than in an institution increased from 58 per cent to 73 per cent. In order to improve national capacity to analyse, plan, monitor and effectively address Roma children inclusion, a first national survey on Roma and obstacles to education has been conducted providing in depth insight into problems facing by Roma children and their families relating to inclusion in compulsory education but also revealing major determinants and causal factors that government would face in addressing this problem. As a follow up, an NGO initiative targeting media reporting on Roma, promoting antidiscrimination and sharing of positive practice through regional media network was supported.

### PC 2 - Child rights, policies, and planning

**On-track**

**PCR 8950/A0/03/002** 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.

**Progress:**

The policy environment in Montenegro continues to be dominated by EU integration, accelerating constitutional and human rights based legislative reform and harmonisation with international standards. In 2013, the focus of this programme component was on: ensuring child rights related issues are duly recognized and included in Government/EU accession agenda, policies, strategies and bylaws; strategic knowledge and child related evidence generation and improvement of national capacities for evidence based policy planning. In 2013, UNICEF CO participated in preparation of EU – Country Strategy paper (strategic document for IPA II), Action plans for implementation of Chapters 23 and 24 as well in drafting of Progress report for 2013. Children's rights are strategically included into EU – Government accession agenda.

The reporting period was also marked by continuous generation of strategic knowledge and evidence on children. Highlights included installation of a child protection data base; development and integration of juvenile justice indicators into existing PRIS system and work on MICS 5.

**On-track**

**IR 8950/A0/03/002/001** Legislation harmonized with EU/UN stand.

**Progress:**

Legislative reform and harmonization of policies with international standards continued during 2013. A mile-stone legislation for social and child protection system reform came into force in 2013 followed by development of bylaws and quality standards for child protection services. The EU accession process continued to drive Government's priorities in the legislative reform area. A new impetus for Montenegrin partnership with EU came with the opening of negotiations around two EU acquis Chapters 23 and 24. The opening of the chapters was preceded by the development of action plans for the two chapters which are likely to stay open until negotiations end.

UNICEF CO participated in drafting of the two action plans and child rights are included in these strategic documents for the period 2013-2017 and prioritized in Country Strategy Paper for EU financial assistance through IPA II.


The economic crisis, austerity measures and limited human resources are still hindering Government's ability to ensure predictable and sustainable resources for fully effective implementation of laws and policies. UNICEF will continue supporting capacity building and evidence and knowledge generation through fiscal impact and cost benefit analysis along with development of new laws and policies.

**On-track**

**IR 8950/A0/03/002/002** By 2016 evidence based policies and strategies are implemented in line with international standards and practice.

**Progress:**

UNICEF continued to support a culture of evidence based policy development by strengthening the systems for collection of child related data. In 2013, work on MICS 5 has started in cooperation with National Statistical office. Field work is finalized, data are being processed and first results will be available in the last quarter of 2013. In parallel with MICS for the general population, a separate MICS for Roma has been carried out as the most comprehensive collection of data about Roma ever conducted in Montenegro. Results will be published and national consultations around the identified priorities will be initiated in 2014.

The national system for child related data collection has been additionally improved by setting up of the first child protection data base networking the responsible Ministry with each local Centre for social work. The data base is fully operational as of 31 December 2013 and ensures coordination among central and local level. The data base represents the most comprehensive tool for better planning and monitoring of the reform outcomes by enabling case monitoring of children in contact with social welfare system - children outside of family care, children in conflict with the law, victims of violence, children with disabilities etc. The child protection data base will be used as a basis for creation of expanded data base that will cover adult beneficiaries (within UNDP led project on social card system). Progress has also been made in gathering and analysing data on juvenile justice issues. Improvement of the Juvenile Justice Data Collection and Information System has been ensured through development of methodology consisting internationally agreed JJ indicators to be integrated into existing judicial informational system (PRIS). The methodology has been developed on the basis of

**On-track**

**PCR 8950/A0/03/003** 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

**Progress:**

Progress has been achieved in improving the accessibility of Ombudsman institution for children which resulted in increased number of applications directly submitted by children in 2013. Capacities of the Ombudsman office to monitor child rights have been permanently supported and with UNICEF assistance, independent analysis of working practices in Police stations and Centres for social work (with the focus on children without parental care) have been conducted. The country programme further supported implementation of CRC in particular development and budgeting of the new National Action Plan for children. However, national mechanisms that will steer and monitor implementation of child related policies, Council for child rights does not function.

**On-track**

**IR 8950/A0/03/003/001** By 2016 CR Council coordinates cross-sectoral implementation of the National Plan of Action for Children

**Progress:** UNICEF CO provided technical assistance to the Government in drafting of the new National Action Plan for children (2013-2017) and supported participation of children and NGO sector as well as wide national public consultations. However, the structure that will coordinate and monitor implementation of the NPA has not been established which seriously hinder the process of implementation. Strategic policy planning and monitoring of the child rights agenda needs extensive capacity development and support. In spite of CRC recommendations, observations made by EU in several progress reports and continuous advocacy by CO, Council for child rights is still not effective and operational. Therefore, a mechanism that will ensure strategic streamlining of child rights related policy, its planning, monitoring and implementation does not exist at country level.

**On-track**

**IR 8950/A0/03/003/002** By 2016 Ombudsman Office accessible to children and adequately equipped to investigate complaints of violations of child rights

**Progress:** Collaboration with the Ombudsman office was focused on two main priorities in 2013: increasing accessibility of the institution for children and strengthening the oversight function of the institution. With the support from human rights NGO, a campaign “Children write to Ombudsman” has been implemented throughout all primary schools in Montenegro. Children were informed about the institution and invited to write about violations of their rights. A comic book was prepared as a collection of the most frequently reported cases of violence together with Ombudsman recommendations. A comic book has been approved as a provisional teaching tool by the Ministry of education and disseminated in schools. Guide for teachers will be developed in the first quarter of 2014. The increase in number of applications submitted by children will be monitored.

The Ombudsman Institution was also helped to prepare analyses of the police conduct in cases involving children. The Deputy Ombudsman for children visited all police stations without prior notice and collected evidence including from children. On the basis of the collected evidence, the analyses were being finalized at the end of 2013 with specific recommendations for each Police station. Findings will also inform the work on development of the Regulation for police officers on treatment of children in criminal matters within broader “Justice for children” initiative.

**On-track**

**IR 8950/A0/03/003/003** By 2016 Municipalities use evidence for assessing, planning, budgeting and implementing integrated policies and strategies for boys and girls in line with national standards

**Progress:** The target has been achieved with 10 Local action plans for children that have been developed. Local authorities have been provided with skills and knowledge how to continue developing LPAs in a participatory process and coordinate its implementation

**PC 800 - Cross-sectoral costs**

**On-track**

**PCR 8950/A0/03/004** Cross-sectoral

**Progress:** Major achievements for this PCR are the correct and timely processing and implementation of activities that enabled a smooth functioning of the Country Office. Those activities, as described under respective IRs below, included activities related to direct administrative/operational support for day to day functioning of Podgorica office.

**On-track**

**IR 8950/A0/03/004/001** Staff costs

**Progress:** Funds allocated to this IR were mainly used to fund salary of Executive Assistant and 25 per cent of Communication Officer (being a cross-cutting function).
IR 8950/A0/03/004/002 Travel

**Progress:** This particular IR was used for travel related to staff whose salary was funded by this PCR. All travel of Communication Officer was charged to relevant programme PCR.

IR 8950/A0/03/004/003 Operating costs

**Progress:** The Funds utilized under this IR contributed to efficient operation and administration of the CO. UNICEF provided human resource support through this 'Intermediate Result' with the funds utilized to mainly help the organization contribute to the achievement of other IRs within the programme component, or across Programme components in the country programme of cooperation. Other components of this IR include administrative support to programmes: support for the organization of events and other miscellaneous services (advertisements, taxi services, fuel, courier, communication costs, etc.), contributing to the overall effective implementation of Country Programme.

PCR 8950/A0/03/800 Programme Support

**Progress:** The major achievement under this PCR is the correct and timely processing and implementation of activities enabling a smooth functioning of the MNE Country Office. Those activities, as described for each IR here below, include Human Resources to support the office, administrative/operational tasks to support office functioning and provision of office supplies, services and knowledge required to perform administrative tasks.

IR 8950/A0/03/800/001 Governance and Systems

**Progress:** This IR covers governance structures and systems that are necessary to adequately manage risks and achieve programme results. The office had defined appropriate management indicators, regularly monitored performance against these indicators and took corrective action as appropriate. The office had established an appropriate supervisory structure consisting of a country management team, programme coordination group, contract review committee and other advisory teams and committees. They functioned as planned, with clear terms of reference. Recommendations from their meetings were adequately documented, monitored and implemented.

The office had defined appropriate programme and management priorities in its RMP plan for 2012-2013, and these had been clearly communicated to staff. Progress in achieving these priorities was systematically and regularly monitored by the CMT. The office had also reviewed a RCSA and action plans to manage the identified risks.

UNICEF provided human resource support through this IR with the IB allotments managed centrally by DFAM as of 1 January 2013. Funds utilized under the travel component were mainly used for regional meetings, advocacy events with the EU as well as for learning and knowledge exchange initiatives. The Representative attended two Regional Management Team meetings (Geneva and Budva/Montenegro), one event with the European Union in Brussels, participated at Ministerial conference on inclusion and protection of children. The Operations Manager participated in operations cluster meeting/training (Sarajevo), while Operations Assistant participated in the VISION Finance training (Geneva).

IR 8950/A0/03/800/002 Financial Resources and Stewardship

**Progress:** This IR covers management of financial and other assets of the organization, including activities and costs associated with office Administration and Finance: rent, office furniture and equipment, office security, maintenance and vehicles. Funds utilized under the operating expenses component of this IR contributed to the overall achievement of CP goals through the provision of facilities to enable adequate office functioning. Those costs included the maintenance of office space, commercial rent for office premises, IT equipment and maintenance of the vehicle fleet as well as the provision of office supplies and other administrative related costs. In addition, in 2013 furniture and partitions for the new premises in UN Eco building, were procured under this IR. The Office is expected to relocate in early 2014.

IR 8950/A0/03/800/003 Human Capacity

**Progress:** This particular IR, as set by default for IB, was not utilized by HQ Payroll Unit for the payroll processing and therefore not used as such. Originally, IR components indicated in SAP were: overtime cost component and cost of replacements component. Overtime component of IR has been administrated by the system (SAP-payroll module) along with staff costs from IR 1 & 2. Country Office had no influence on that distribution of activities through IRs for payroll/ salaries.

To address key gaps in the expertise and capacity required, the Local Training Committee has been diligently pursuing Staff Learning. All staff members completed the following e-learning courses: Basic and Advanced Security in the Field; UN Cares HIV in the workplace; UN Integrity Awareness Initiative and 11 staff members completed First Aid training jointly organized with other UN agencies in Montenegro. The main focus of the 2013 staff retreat was on team development using Mayers-Briggs Type Indicator (MBTI). Identifying
individual and team MBTI profile contributed to efficient and effective team work, problem solving, conflict handling and communication styles.

IR 8950/A0/03/800/888 Human Resources

**Progress:** Country office had completed all recruitments related to the new CP, and therefore had neither vacancies nor vacant posts in 2013. The Office continued to use short-term national and international consultants’ and institutional contracts for various technical expertise. Local Training Committee played an active role in defining key priorities for training, preparation and monitoring of the implementation in 2013. Almost 80 per cent of training requests were implemented, with 5 staff members attending PPP training and advanced PPP regional workshop in 2013. The office has continued to support participation of relevant staff members at sectoral meetings, workshops and seminars. One staff member was on one month development assignment in Armenia Office and assisted the office to develop communication campaign It’s About Ability. In addition, all staff members completed the following e-learning courses: Basic and Advanced Security in the Field; UN Cares HIV in the workplace; UN Integrity Awareness Initiative and 11 staff members completed First Aid training jointly organized with other UN agencies in Montenegro.

Staff retreat was organized in February 2013, with part of it dedicated to joint development of workflows for various business processes, especially in the context of Vision. The main focus of the retreat was on team development using Mayers-Briggs Type Indicator (MBTI). Identifying individual and team MBTI profile contributed to efficient and effective team work, problem solving, conflict handling and communication styles.

The office successfully applies HR policies on learning days, flexi-time and working from home. Ensuring staff well-being and maintaining high staff morale are constant priorities of the management and of the local Joint Consultative Committee (JCC).

2012 PAS reports were finalized by end of March 2013, while staff members had their regular performance feedback discussions with respective supervisors throughout the year.
Effective Governance Structure

The rolling management plan (RMP) 2012-2013 includes key programme results and operations priorities, governance committee membership, management indicators, and staff training/learning plan, calendar of major events and IMEP as annexes. The Office received final OIAI report on 3 June 2013. Overall, there were six recommendations: one in Governance, four in Programme and one in Operations, all of medium priority. Under Governance there was one recommendation of medium priority that has been already closed. One in Operations is also closed as well as three in Programme. There is only one agreed action still open which is on track to be closed within the agreed deadline of 31/01/14.

The CO priorities and objectives for 2012-2013 are detailed in the RWP and RMP, and included: VISION roll out and moving to UN premises and are shared through a consultative process with all staff during their drafting. As mentioned above, during the reporting process an audit was completed and the CMT met seven times during the year, to review RWP implementation, management indicators and management priorities from the RMP, Review of the TOA report from VISION/Approva and confirmation of its continued accuracy and appropriateness. Audit recommendations and follow up of the agreed actions and Vision updates continued to be a standing item on the agenda of CMT meetings in 2013. Additionally the following issues were at the focus of attention by the CMT: implementation of Vision; Office Management Reports; implementation of the 2012-2016 CPD/CPAP and an Integrated UN Programme as well as the Resource Mobilization Strategy. The office continued to closely monitor the status of DCTs which resulted in the Office having no outstanding DCT of more than 6 months at 2013 year-end. The CMT also closely reviewed preparations for audit, conducted from 11 March to 5 April 2013. The audit continues to be a standing item on the CMT agenda until all recommendations are closed. The Office continued the practice of reviewing, improving and streamlining work processes by focusing on major bottlenecks, review of applicable rules and regulations, incorporating the latest changes and update of internal forms for full compliance and accountability for the new management systems.

The monthly program meetings were devoted to reviewing RWP, sharing information among the sections and agreeing on cross sectoral approaches.

Regular staff meetings were held to review office priorities and to highlight planned and on-going activities and to discuss emerging issues and concerns. The office statutory committees have been functioning on an as-needed basis, providing recommendations and advice for decision making and risk management. The ToA was updated to reflect SoD and VISION requirements.

The Office had no vacant positions in 2013.

All documents on the Montenegro EWEA website were reviewed in June 2013. The BCP was regularly updated to reflect staffing changes.

Strategic Risk Management

MNE RCSA has been reviewed, whereby the office focused on risk areas with High and Medium-High risks; assessed the impact of the action taken in the likelihood and impact of the risk and whether or not the rating and the risk level needed adjustment. The CO continued to implement agreed action plan for residual risks in particular risk areas.

The Business Continuity Plan was updated with staff details changes in 2013. Testing of BC plans was not conducted in 2013. Emergency preparedness was integrated in the RMP as one of the key annual management priorities as well as into the Rolling Work Plan for 2012-2013 being the subject of regular monitoring and reporting on EWEA site. Emergency risk assessment was updated regularly and key actions and preparedness on EWEA website completed and updated.
UNICEF has regularly participated in Security Management Team meetings and continued with security arrangements to ensure overall security for both the staff and premises of UNICEF Montenegro. The UN Security Plan was updated in September 2013, along with MOSS and MORSS accordingly. Eleven staff members attended First Aid Training organized for UN staff in November 2013. The situation and the impact of the global economic and financial crisis was also the subject of on-going monitoring and regular reporting.

**Evaluation**

The Rolling IMEP 2012-2013, RMP and Rolling Work Plan for 2012-2013 have been used as the key reference documents in planning the evaluation of programme implementation. The CO has also participated actively in the inter-agency Monitoring and Evaluation (M&E) group for implementation of the Integrated UN Programme and led a joint effort to revise and improve the M&E Framework of the Integrated UN Programme.

The CO has no M&E or Planning Officer (or Deputy Representative designated with M&E role), and the M&E function is performed by staff appointed as the focal point, the Social Policy and Equity Officer.

Monitoring and evaluation as a cross-cutting issue is embedded in the daily work of both programme and operations staff. Internally, the CO uses a number of monitoring instruments developed such as the Rolling Work Plan monitoring tool, monthly plans and reports, programme management meetings, CMT meetings, staff meetings and bi-lateral briefings.

As planned by the Rolling IMEP and in line with regional and global evaluation guidance, the CO has conducted a Mid-Term Evaluation of the Social and Child Care System Reform together with wide range of stakeholders (ministries, governmental institutions, NGOs, and beneficiaries) and partners. UNICEF Global Evaluation Report Oversight System (GEROS) Review rating for this evaluation was ‘Mostly Satisfactory’. The Management Response for this evaluation has been prepared and its implementation regularly monitored.

Until the end of the programme cycle in 2016 three additional evaluations will be conducted – final evaluation of the Child Care System Reform, evaluation of the Juvenile Justice System Reform and evaluation of Inclusive Education, which will be a country-led evaluation. Preparatory work for the two evaluations planned for 2014 has already started.

The capacity for evaluation in the country is very weak, both when it comes to individual evaluators and professional evaluation societies. The CO has to rely on external expertise in this regard.

The CO strives to further strengthen government’s capacity to conduct evaluations of its programmes. Strengthening national M&E capacities and fostering a culture of evidence based policy making remain priorities in Montenegro.

**Effective Use of Information and Communication Technology**

The CO managed the ICT function in coordination with the CEE/CIS Regional Office and neighbouring countries as the office does not have a dedicated ICT staff, but does have an ICT focal point instead. The support for business processes has been provided by Geneva RO, while the support for hardware issues has been delegated to a locally contracted company. The access to office services has been arranged through the use of global guidelines. The IT Assistant from Albania CO provided remote support in various fixes and upgrades, where local support is not allowed according to UNICEF ICT policies.

The security of data is ensured by the use of secure firewall managed by a company in Switzerland, through Geneva RO, and the backup solution is in place for the servers that are storing this data. The security of physical equipment has not been at their highest attention due to several factors (small office, premises in a rented residential setting in a quiet neighbourhood, alarm system for entry access). This will change in 2014 when the office moves to new UN Eco-building.

The availability of services is provided by the Uninterrupted Power Supply, guaranteeing up-time of over 30 minutes on battery and in addition, by the stand-by of a diesel power generator.
The CO paid special attention to ICT services in new UN Eco-building where the office will relocate in early 2014; therefore, by following thorough selection process with other UN agencies identified service providers for Internet Leased Line and landline telephony.

**Fund-raising and Donor Relations**

Even though most bilateral donors left Montenegro in the past two years, CO has managed to secure adequate resources for programme implementation. For the first two years of CPD implementation (2012/2013) CO managed to mobilize 99 per cent of the planned OR for two year cycle.

As an upper middle income and EU candidate country affected by global economic downturn, UNICEF's primary resource mobilization partnerships address those aspects of the European accession requirements which relate to children's rights. Thus, UNICEF continued successful cooperation with the European Union Delegation on both policy and programme levels.

Following successful implementation of a Juvenile Justice project funded through the Instrument for Pre-Accession (IPA), in partnership with European Union, a second phase of Juvenile Justice programming was agreed with the Government and the European Union (IPA 2011). Implementation of Justice for Children initiative valued at 550,000 EUR, out of which EU contributed 500,000 EUR, officially began in July 9, 2012. This collaboration was initially agreed for a duration of 18 months, continued in 2013 and was extended for additional 6 months. Thus, the project will be completed in the end of June 2014.

Implementation of the EU IPA 2010 funded project on Social Welfare and Child Care System Reform – Enhancing Social Inclusion is underway. The collaboration has reaffirmed strategic partnership and cooperation of UNICEF and other UN agencies and the Government of Montenegro in Delivering as One. Two progress reports were produced and sent to donor before the due dates in 2012. Third progress report is due to be submitted by 15 January 2014. Preparations for the final evaluation of this collaboration valued at 1,374,560 EUR are ongoing.

Results of the "It's About Ability" campaign aimed at promoting inclusion of children with disability, and programme efforts and results in the area of inclusion of boys and girls with disabilities were globally recognized. In order to maintain critical momentum towards strengthening inclusion and changing behaviour towards children, UNICEF received US$120,000 from Thematic Funds for Basic Education and Gender Equality.

Additional Child protection Thematic funds in the amount of US$45,000 were received in 2013 as well as US$150,000 for South-South cooperation initiative.

Disaster risk reduction has become increasingly important globally and following a successfully implemented regional initiative UNICEF Montenegro has been approved set aside funds in the amount of US$60,000 for continuation of the activities at local level.

The office closely monitors the effective and efficient use of funds and thus ensured that all grants were fully utilized before expiring dates. All donor reports were sent on time.

**Management of Financial and Other Assets**

Montenegro CO was audited by OIAI in 2013. In their final report, OIAI noted overall satisfactory levels in all audited areas: Governance, Programme and Operations Management, with 6 observations in total all of medium priority. Immediately after the audit, the office begun implementation of agreed actions and closed five of them by November 2013. There is only one remaining which will be reported for closure by end of January 2014.

The total allocation for programme in 2013 was US$2,749,365. The utilized amount was US$2,673,682, out of which US$1,014,000 were RR and US$ 1,659,682 OR. Operating expenses amounted to US$168,950.
(includes cross cutting staff salaries, travel and operating costs). Implementation rate for RR was 100 per cent.

The Montenegro Office Support Budget of US$136,524 managed locally mainly covered expenditures related to operating expenses, including furniture and fixtures for the new UN Eco-building and travel. Implementation rate for SB was 100 per cent.

The CO continued to work on the common services within the OMT and with UNCT endorsement. There has been significant progress in further widening the range of common services, especially in preparation for office relocation to new UN Eco-building. Throughout the year, the office benefited from long-term arrangements for fuel, transportation, event management, express courier services, stationary supplies and printing. This continued to be an efficient way to reduce the workload and transaction costs in relation to biddings processed by each agency separately. Travel costs decreased with introduction of video conferencing and Webex sessions.

The CO closely followed up all accounting instructions related to the interim and year-end closure of accounts in order to ensure IPSAS compliance.

The office continues to make effective use of bank optimization and cash forecasting tools. Bank reconciliations were submitted and approved on time.

The office started implementing HACT in 2008, and the required HACT provisions were in the previous and current country programme action plans. The first macro-assessment was conducted jointly with other UN agencies in Montenegro in 2007, with the new macro-assessment that started in late 2012 was finalized in early 2013 for the new country programme cycle. The office also conducted micro-assessments of two partners that were expected to receive more than US$100,000. Regular micro assessments are conducted for those partners that are expected to receive less than US$100,000. The risk assessments and assurance activities should be carried out in cooperation with the other UN agencies that have also adopted HACT, however there were no joint partners in 2013.

The CO had developed an assurance plan comprising of micro-assessments, programmatic monitoring and spot-checks, and its implementation was regularly followed up.

The CO continued to closely monitor the status of DCTs which resulted that the office has no outstanding DCT of more than 6 months at 2013 year-end.

**Supply Management**

Supply component was in support of the regular country programme. Montenegro programme does not have a significant supply component. In 2013 the supply component amounted to $205,445 (7.7 per cent of total Country Programme expenditure). It consisted of local procurement of programme supplies for the Child Care System Reform and Justice for Children IPA funded projects, for printing services and production of promotional and communication materials and publications. As regards operational supplies, the CO procured IT equipment, office supplies and stationary and furniture and partitions for the new UN Eco-building.

<table>
<thead>
<tr>
<th>Montenegro Country Office 2013</th>
<th>Description</th>
<th>Value in USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme Supplies</td>
<td>97,382</td>
<td></td>
</tr>
<tr>
<td>Operational supplies</td>
<td>66,656</td>
<td></td>
</tr>
<tr>
<td>Capital improvement</td>
<td>41,407</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>205,445</td>
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</tbody>
</table>

The CO continued to benefit from LTA’s for common UN services and locally procured supplies in the framework of the DaO UN in Montenegro.

LTAs with the suppliers for the following common services and supplies have been used: travel, seminars-conference services, fuel, car wash and car maintenance, taxi services, express courier services, renting of simultaneous translation equipment, office stationary and supplies, as well as translation, English
and Montenegrin language editing. Tenders for these LTAs have been jointly conducted with other UN agencies in Montenegro while UNICEF staff have actively participated in the solicitation processes.

### Human Resources

The CO had completed all recruitment related to the new CP, and therefore had neither vacancies nor vacant posts in 2013. The office continued to use short-term national and international consultants’ and institutional contracts for various technical expertise. The Local Training Committee played an active role in defining key priorities for training, preparation and monitoring of the plan implementation in 2013. Almost 80 per cent of training requests were implemented, with 5 staff members attending PPP training and advanced PPP regional workshop in 2013. The CO has continued to support participation of relevant staff members at sector meetings, workshops and seminars. One staff member was on one month development assignment in Armenia Office and assisted the office to develop a communication campaign on disability inclusion. In addition, all staff members completed the following e-learning courses: Basic and Advanced Security in the Field; UN Cares HIV in the workplace; UN Integrity Awareness Initiative and 11 staff members completed First Aid training jointly organized with other UN agencies in Montenegro.

A staff retreat was organized in February 2013, with part of it dedicated to joint development of workflows for various business processes, especially in the context of Vision. The main focus of the retreat was on team development using Myers-Briggs Type Indicator (MBTI). Identifying individual and team MBTI profiles contributed to efficient and effective team work, problem solving, conflict handling and communication styles. The office successfully applies HR policies on learning days, flexi-time and working from home. Ensuring staff well-being and maintaining high staff morale are constant priorities of the management and of the local Joint Consultative Committee (JCC).

2012 PAS reports had been finalized by end of March 2013, while staff members had their regular performance feedback discussions with respective supervisors throughout the year.

### Efficiency Gains and Cost Savings

The CO expects substantial savings upon relocation to UN Eco-building common premises. With discontinuation of commercial rent of premises and savings in electricity costs, we estimate cost savings of at least US$50,000.

The office continued to use environmentally sound hybrid vehicles, which reduced fuel consumption by at least 40 per cent in the first three years. This aligned CO practices with other UN agencies. Travel costs further decreased with introduction of video conferencing and Webex training sessions. By using Lotus Instant Messaging, Skype and video conferencing for internal communication with other COs and RO, the office reduced communication costs.

Through joint UN approach in operations and a wide scope of common services implemented, this continued to be efficient way to reduce the workload and transaction costs compared to biddings processed conducted by each agency separately. The savings are even higher when we take into account unquantifiable reduction of staff time that would have been invested if each agency had to conduct its own procurement process. Even though the market for this service is oligopolistic (only a few service providers per specific supply are working in the Montenegrin market), a joint UN approach and higher volume of business led to significant cost savings. This was especially evident in the second half of 2013, when the process of identifying suppliers for procurement of furniture, partitions, building manager and other supplies and services related to finalization and functioning of UN Eco-building started.

### Changes in AMP & CPMP

In 2014, the CO will conduct the Mid-Term Review of the current country programme. The MTR is expected to
be completed by the end of Q3 of 2014 and will inform future changes in the AMP and CPMP.

Within the framework of “Delivering as One’ UNICEF Montenegro will continue to build up joint programmes with other UN agencies, introduction of new policies into work processes, further improvement of staff capacities and competencies in programmatic leadership areas, and in promoting inter-sector collaboration, particularly stressing the role of team work as “building blocks” of the organization, on regular monitoring of risk assessment of the work environment and on giving recommendations for improvement. Relocation to UN Eco-premises by the end of Q1 of 2014 is considered a cornerstone in further development of DaO concept of making the UN system in Montenegro more coherent, effective and efficient.

Revisions to RMP are assumed, in light of RWP 2014-2015, Vision impact on programme and operations monitoring and oversight in the third year of CP implementation. Regular revision of Office Committees will also be conducted.

Continued review will take place of key recommendations of the Office ERM Action Plan through RCSA in the context of changing internal and external environment.

The office will continue to fostering a culture of team work by regular examining of team performance and its improvement, as it proved to be a driving force for the excellent working atmosphere in the office.

Regular BCP simulation, and mandatory exercises of fire drill, building evacuation, warden and evacuation exercises together with other UN agencies, will take place.

### Summary Notes and Acronyms

- BCP-Business Continuity Plan
- CMT-Country Management Team
- CPD-Country Programme Document
- C4D-Communication for Development
- CWD- Children with disabilities
- CO-Country Office
- CP-Country Programme
- CPAP-Country Programme Action Plan
- DCC- Day Care Centre
- DCT-Direct Cash Transfers
- DRR-Disaster Risk Reduction
- ERM- Enterprise Risk Management
- EU-European Union
- EWEA-Early Warning Early Action System
- GDP- Gross domestic product
- GEROS-UNICEF Global Evaluation Report Oversight System
- HACT-Harmonized Approach to Cash Transfers
- HR-Human Resources
- ICT-Information and Communication Technology
- IT-Information Technology
- IMEP-Integrated Monitoring and Evaluation Plan
- IPSAS-International Public Sector Accounting Standards
- JCC-Joint Consultative Committee
- KAP-Knowledge, Attitude and Practice Survey
- LTA-Long Term Agreement
- MBTI- Myers-Briggs Type Indicator
- MDGs- Millennium Development Goals
- M&E-Monitoring and Evaluation
- MICS-Multiple Indicator Cluster Survey
- MNE RCSA- Montenegro Risk Control Self Assessment
- MOSS-Minimum Operational Security Standards
- MICS-Multiple Indicator Cluster Survey
- MDGs- Millennium Development Goals
- M&E-Monitoring and Evaluation
- MICS-Multiple Indicator Cluster Survey
- MNE RCSA- Montenegro Risk Control Self Assessment
- MOSS-Minimum Operational Security Standards
MORSS-Minimum Operating Residential Security Standards
MONSTAT- Statistical Office of Montenegro
MTR-Mid Term Review
NPA-National Plan of Action for children
OECD-The Organisation for Economic Co-operation and Development
OIAI- Office of Internal Audit and Investigations
OMT-Operation Management Team
PISA-The Programme for International Student Assessment
PRIS- Judicial information system
RCSA-Risk Control Self-Assessment
RMP-Rolling Management Plan
RO-Regional Office
RWP-Rolling Work Plan
SoD-Segregation of Duties
SAP-Systems, Applications, Products in Data Processing
ToA-Table of Authority
UN CRC- The United Nations Convention on the Rights of the Child
UNICEF-The United Nations Children's Fund
UNDOC-United Nations Office on Drugs and Crime
UPR-Universal Periodic Review
UNHRC- United Nations Human Rights Council
UNCT-United Nations Country Team
UN DaO-United Nations Delivering as One
VISION-UNICEF Business Operating System
**Evaluation**

<table>
<thead>
<tr>
<th>Title</th>
<th>Sequence Number</th>
<th>Type of Report</th>
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</thead>
<tbody>
<tr>
<td>Rolling Integrated Monitoring and Evaluation Plan (IMEP) 2012-13, Montenegro</td>
<td>2013/001</td>
<td>IMEP</td>
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<tr>
<td>KAP Survey on Children with Disabilities, 'It's about ability' Campaign</td>
<td>2013/002</td>
<td>Survey</td>
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<tr>
<td>KAP survey on Fostering and Adoption in Montenegro</td>
<td>2013/003</td>
<td>Survey</td>
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<td>Mid-Term Evaluation of the &quot;Social Welfare and Child Care System Reform: Enhancing Social Inclusion&quot;</td>
<td>2013/004</td>
<td>Evaluation</td>
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<td>Assessment of Perinatal Care</td>
<td>2013/006</td>
<td>Study</td>
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<td>2013/008</td>
<td>Survey</td>
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<td>KAP Survey on Children with Disability - 'It's about Ability'</td>
<td>2013/009</td>
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**Other Publications**

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**Lessons Learned**

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<td>Practical application of behavioural science in C4D programming</td>
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