

An abstract graphic at the top of the page consisting of a dark blue background with a network of white lines and colorful dots (yellow, blue, orange) representing data points or connections.

Independent Country Programme Evaluation: Montenegro

Annexes



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ANNEX 1. TERMS OF REFERENCE

INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluation (ICPE)” to generate evaluative evidence of UNDP’s contributions to development results at the country level. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board.

ICPEs are independent exercises carried out by the IEO within the overall provisions contained in the UNDP Evaluation Policy.¹ UNDP Montenegro has been selected for an ICPE since its current country programme will end in 2021. The ICPE will be conducted in 2020 to feed into the development of the new country programme.

NATIONAL CONTEXT

Montenegro is an upper-middle income country and classified as a very high human development country, ranking 52 out of 189 countries and territories (HDI value of 0.816 for 2018, when adjusted for inequality, it falls to 0.746).² UNDP’s Gender Inequality Index ranks Montenegro at 27 out of 162 countries (0.119) while the World Economic Forum’s Global Gender Gap Index ranks Montenegro 71st of 153 countries (score of 0.710, with 1 signifying gender parity).³ The population is estimated at 622,435 as of 2018⁴,

Montenegro became independent in 2006 and has implemented extensive governance and economic reforms to become a strong parliamentary democracy and market economy. Montenegro began negotiations for EU accession in 2012 and is advancing as a membership candidate. Alignment with EU standards is central to Montenegro’s development vision.

Montenegro has had strong economic growth; however, some populations have not benefited equally from this growth, including Roma, elderly, youth, persons with disability and youth. As of 2015, 24% of the population live below the national poverty line⁵. The country faces challenges in ensuring access to social protection services, enforcement of regulation, and strengthening human rights and rule of law implementation.

Montenegro Development Directions 2018-2021 sets the strategic vision with four priority sectors of tourism, energy, agriculture and rural development and manufacturing, and strategic development directions of “smart, sustainable and inclusive growth.”⁶

UNDP PROGRAMME STRATEGY IN MONTENEGRO

Montenegro is a “self-starter” UN “Delivering as One” country, and the UN agencies jointly operate under the Integrated UN Programme 2017-2021. UNDP’s country programme document for Montenegro identified four programme priorities for the period under review (2017-2021):

- Democratic governance

¹ See UNDP Evaluation Policy: www.undp.org/eo/documents/Evaluation-Policy.pdf.

² http://www.hdr.undp.org/sites/all/themes/hdr_theme/country-notes/MNE.pdf

³ World Economic Forum, Global Gender Gap Report 2020. http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

⁴ <https://data.worldbank.org/indicator/SP.POP.TOTL?locations=ME>

⁵ <https://data.worldbank.org/indicator/SI.POV.NAHC?locations=ME>

⁶ https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/montenegro_erp_2019-2021.pdf (Montenegro Development Directions, 2018-2021).

- Environmental sustainability
- Social inclusion
- Economic development

The CPD identified an indicative budget of \$31.927 million. The country programme has delivered 74% of that projected figure at the midpoint of the cycle⁷.

Table 1. UNDP Montenegro Country Programme (2017-2021)

Outcomes	UNDP Outputs (Areas of Contribution)	Financial Resources (US\$ million)	
		Planned Resources 2017-2021	Expenditure 2017-2019
<p>Democratic Governance Outcome 1: By 2021, accountable, transparent and effective judiciary, public administration at central and local level, Parliament and independent institutions ensure security, development, equal access to justice and quality public services for all people, focusing on enhancing human rights.</p>	<p><i>Output 1.1</i> Efficiency and transparency of judiciary improved through introduction of integrated judicial IT system <i>Output 1.2</i> Enhanced citizen participation in creation monitoring and implementation of policies through innovative models for citizen engagement and open data use <i>Output 1.3</i> Access to and availability and delivery of state services enhanced through the use of ICT <i>Output 1.4</i> Enhanced national capacities in managing destruction and storage of weapons and ammunition</p>	<p>Regular: \$0.244 Other: \$4.456 Total: \$4.7</p>	<p>Regular: \$0.134 Other: \$3.359 Total: \$3.492</p>
<p>Environmental Sustainability Outcome 2: By 2021, people of Montenegro benefit from sustainable management of natural resources, combating climate change and disaster risk reduction.</p>	<p><i>Output 2.1</i> Climate change and environment targets integrated into national policies strategies and planning <i>Output 2.2</i> Annual emissions of carbon dioxide decreased in tourism sector <i>Output 2.3</i> Improved management of chemicals and all waste throughout their life cycle; reduction of waste release to air water and soil <i>Output 2.4</i> Capacities for resilience to disasters increased <i>Output 2.5</i> Improvement of sustainable management and conservation of mountain ecosystems including their biodiversity</p>	<p>Regular: \$0.244 Other: \$18.806 Total: \$19.050</p>	<p>Regular: \$0.200 Other: \$6.141 Total: \$6.341</p>
<p>Social Inclusion Outcome 3. By 2021 population has improved access to quality, equitable, inclusive and mutually reinforcing systems of health, education, protection and decent work promotion.</p>	<p><i>Output 3.1</i> Improved capacities of the Ministry of Labour and Social Welfare (MLSW) for evidence-based planning and targeting with services and cash benefits to reduce inequalities and exclusion <i>Output 3.2</i> Vulnerable populations (elderly women Roma) benefiting from new standardized local level social services <i>Output 3.3</i> Improved social and institutional responsiveness to promotion protection and enforcement of anti-discrimination and gender equality policies for equal opportunities of women</p>	<p>Regular: \$0.244 Other: \$5.756 Total: \$6.0</p>	<p>Regular: \$0.092 Other: \$6.606 Total: \$6.698</p>

⁷ UNDP Atlas/PowerBi, 05 February 2020

Economic Development Outcome 4. By 2021, people of Montenegro benefit from an enabling institutional and regulatory framework for sustainable and inclusive economic growth based on innovation, entrepreneurship and competitiveness.	<i>Output 4.1</i> National policies foster good business environment and sustainable private sector growth <i>Output 4.2</i> National institutions have improved capacities to develop implement and monitor policies and measures that help to generate jobs <i>Output 4.3</i> Accessibility of public services improved through launch of new e-services for businesses. <i>Output 4.4</i> Improved implementation of policies for promoting women economic empowerment	Regular: \$0.234 Other: \$1.943 Total: \$2.177	Regular: \$0.132 Other: \$5.785 Total: \$5.918
Other (global, regional and mgmt. projects)			Regular: \$0.025 Other: \$1.223 Total: \$1.248
GRAND TOTAL		Regular: \$0.966 Other: \$30.961 Total: \$31.927	Regular: \$0.583 Other: \$23.114 Total: \$23.697

Source: UNDP Montenegro Country Programme Document 2017-2021. Financial expenditure figures extracted from UNDP Atlas/Power Bi tool as of 5 February 2020. Figures may not add up to totals due to rounding (to the nearest \$10,000).

SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The ICPE will focus on the present programme cycle (2017 - 2021) while taking into account interventions which may have started in the previous programme cycle but continued or concluded in the current programme cycle.


As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board but will also consider any changes from the initial CPD during the period under review. The scope of the ICPE will include the entirety of UNDPs activities in the country and will therefore cover interventions funded by all sources, including core UNDP resources, donor funds, government funds, etc. Efforts will also be made to capture the role and contribution of UNV, UNCDF through undertaking joint work with UNDP.

KEY EVALUATION QUESTIONS AND GUIDING PRINCIPLES

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.⁸ The ICPE will address the following three main evaluation questions.⁹ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

⁹ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.



ICPEs are conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to better understand how and under what conditions UNDP's interventions are expected to lead to good governance, poverty reduction and sustainable human development in the country. Discussions of the ToC will focus on mapping the assumptions behind the programmes desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes.

As part of this analysis, the progression of the programme over the review period will also be examined. In assessing the CPD's progression, UNDP's capacity to adapt to the changing context in Viet Nam and respond to national development needs and priorities will also be looked at.

The effectiveness of UNDP's country programme will be analyzed in response to evaluation question 2. This will include an assessment of the achieved results and the extent to which these results have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will be identified.

To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined in response to evaluation question 3. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan¹⁰, as well as the utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals. Special attention will be given to the integration of gender equality and women's empowerment in the design and implementation of the CPD.

Among the three key CPD Outcomes which will be reviewed as planned, to the extent possible, the evaluation team will assess UNDP efforts towards strengthening the environment for civic engagement and poverty reduction in Viet Nam.

APPROACH AND METHODOLOGY

Assessment of existing data and data collection constraints: The assessment will begin with an analysis of the existing data on decentralized project evaluations, their quality and UNDAF evaluation undertaken during the previous cycle. These evaluations will serve as important inputs into the ICPE. Preliminary analysis shows that majority of projects have project documents, and some annual progress reports are available. Overall, the programme has sufficient information to conduct the ICPE.

It is also important to note that UNDP projects that contribute to different outcomes are at different stages of implementation, and therefore it may not always be possible to determine the projects' contribution to results. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

Data collection methods: The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants, including beneficiaries, partners and managers. An advance questionnaire will be administered to the country office before the data collection mission in the country. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the

¹⁰ These principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

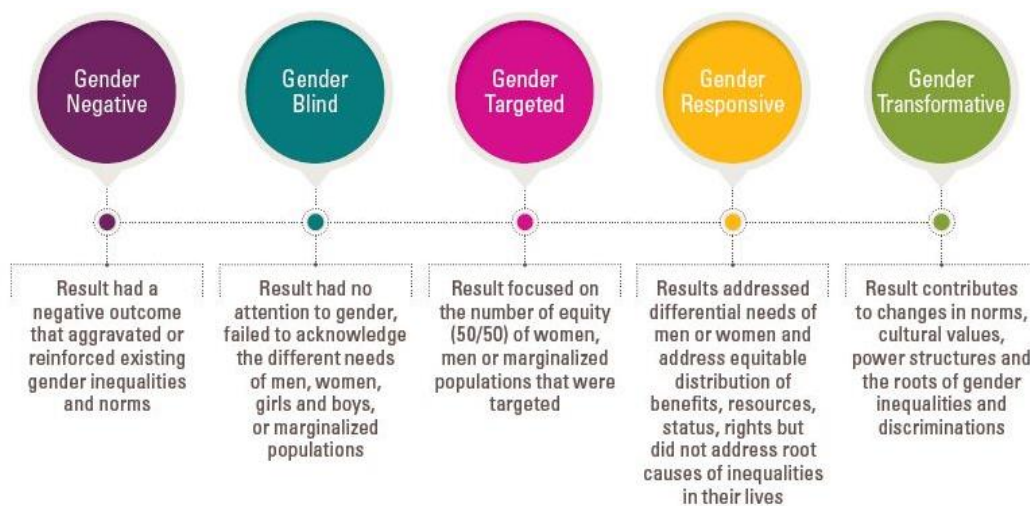
programme. Focus group discussions will be used to consult some groups of beneficiaries as appropriate.

The evaluation team will also undertake field visits to selected project sites to observe the projects first-hand. It is expected that regions where UNDP has a concentration of field projects (in more than one outcome area), as well as those where critical projects are being implemented will be considered. The ICPE will cover all outcome areas. The coverage will include a sample, as relevant, of both successful projects and projects reporting difficulties where lessons can be learned, both larger and smaller pilot projects, as well as both completed and active projects.

The evaluation team will undertake an extensive review of documents. IEO and the country office will identify an initial list of background and programme-related documents which will be posted on an ICPE SharePoint website. The document review will include, among others: background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports; and evaluations conducted by the country office and partners.

In line with UNDP’s gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Montenegro programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.


Figure 1. Gender Results Effectiveness Scale



Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. To assess gender, the evaluation will consider the gender marker in the portfolio analyses by outcome area and the gender results effectiveness scale (GRES) when assessing results. The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative (Figure 1). In addition, gender-related questions will be incorporated in the data collection methods and tools, such as the pre-mission questionnaire and interview questionnaire, and reporting.

Validation: The evaluation will use triangulation of information collected from different sources and/or by different methods to enhance the validity of findings.

Stakeholder involvement: A participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase a stakeholder



analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Montenegro country office and the Regional Bureau for Europe and the CIS (RBEC) under the leadership of the IEO lead evaluator. The IEO will meet all costs directly related to the conduct of the ICPE. The IEO will convene a review panel comprised of senior staff and EAP members to comment on the ICPE and ratings given.

UNDP Country Office in Montenegro: The country office will support the evaluation team to liaise with key partners and other stakeholders and ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the team and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings with project staff, stakeholders, beneficiaries; assistance for project site visits). To ensure the independence of the views expressed, country office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. The country office will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a videoconference with the IEO, where findings and results of the evaluation will be presented. Additionally, the country office will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Europe and the CIS (RBEC): RBEC will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations.


Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for the ICPE, including preparing the terms of reference, finalizing the evaluation design and methodology, selecting the evaluation team, managing the conduct of the ICPE, preparing the final report and liaising with the CO on all of the above.
- **Research Associate (RA):** Under the guidance of LE, the IEO research associate will compile necessary information required for the ICPE and contribute to the preparation of the final ICPE report as required.
- **International Consultant:** One international consultant will be recruited and will be responsible for all the outcome areas. Under the guidance of LE, the consultant will conduct preliminary research and data collection activities, prepare outcome analysis papers and contribute to the preparation of the final ICPE report.

EVALUATION PROCESS

The evaluation will be conducted according to the approved IEO process. The following represents a summary of the key phases of the process, which constitute the framework for conducting the evaluation.

Phase 1: Preparatory work. The IEO prepares the ToR and the evaluation design, including an overall evaluation matrix. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals will be recruited. The IEO starts collecting



data and documentation internally first and then filling data gaps with help from the UNDP country office.

Phase 2: Desk analysis. Evaluation team members will conduct desk review of reference material, and identify specific evaluation questions, and issues. Further in-depth data collection will be conducted, by administering an advance questionnaire and interviews (via phone, Skype, etc.) with key stakeholders, including country office staff. Based on this, detailed evaluation questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

Phase 3: Field-based data collection. During this phase, the evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission is around 2 weeks. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team will hold a debrief presentation of the key preliminary findings at the country office.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE and the consultant(s) will undertake a synthesis process to write the ICPE report. The draft will first be subject to peer review by IEO and its panel of external reviewers. Once the draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Europe and CIS for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the UNDP Montenegro country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau.

The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. The way forward will be discussed with a view to creating greater ownership by national stakeholders with respect to the recommendations as well as to strengthening accountability of UNDP to national stakeholders. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized and published.

Phase 5: Publication and dissemination. The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The ICPE report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Montenegro country office and the Government of Montenegro will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website¹¹ as well as in the Evaluation Resource Centre. The Regional Bureau for Europe and the CIS will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.¹²

TIMEFRAME FOR THE ICPE PROCESS

The proposed timeframe and responsibilities for the evaluation process are¹³ as follows:

¹¹ web.undp.org/evaluation

¹² erc.undp.org

¹³ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

Table 3: Timeframe for the ICPE process going to the Board in 2021

Activity	Responsible party	Indicative timeframe
Phase 1: Preparation		
TOR – approval by the Independent Evaluation Office	LE	Feb 2020
Recruitment of consultant	LE	Mar 2020
Completion and dissemination of pre-mission questionnaire	LE	Mar 2020
Completion of pre-mission questionnaire, identification and provision of documents required to support self-assessment	CO	Mar 2020
Phase 2: Desk analysis, data collection and drafting		
Desk analysis of available data and assess validity of CO self-assessment	Evaluation team	March-April 2020
Field data collection mission	LE	May 2020
Zero draft ICPE for clearance by IEO	LE	Oct 2020
First draft ICPE for CO/RB review	CO/RB	Oct/Nov 2020
Phase 3: Consideration of feedback and completion of final ICPE		
Provision of feedback on draft report	CO/RB	Nov 2020
Videoconference with country office staff to discuss and clarify written feedback (if needed- optional)	Evaluation Team/CO/RB	Nov 2020
Complete final report addressing feedback from CO and disseminate for management response	LE	Dec 2020
Phase 4: Production and Follow-up		
Draft management response	CO/RB	Dec 2020
Editing and formatting	LE	Jan 2021
Dissemination of the final report	IEO/CO	Jan/Feb 2021

ANNEX 2. EVALUATION DESIGN MATRIX

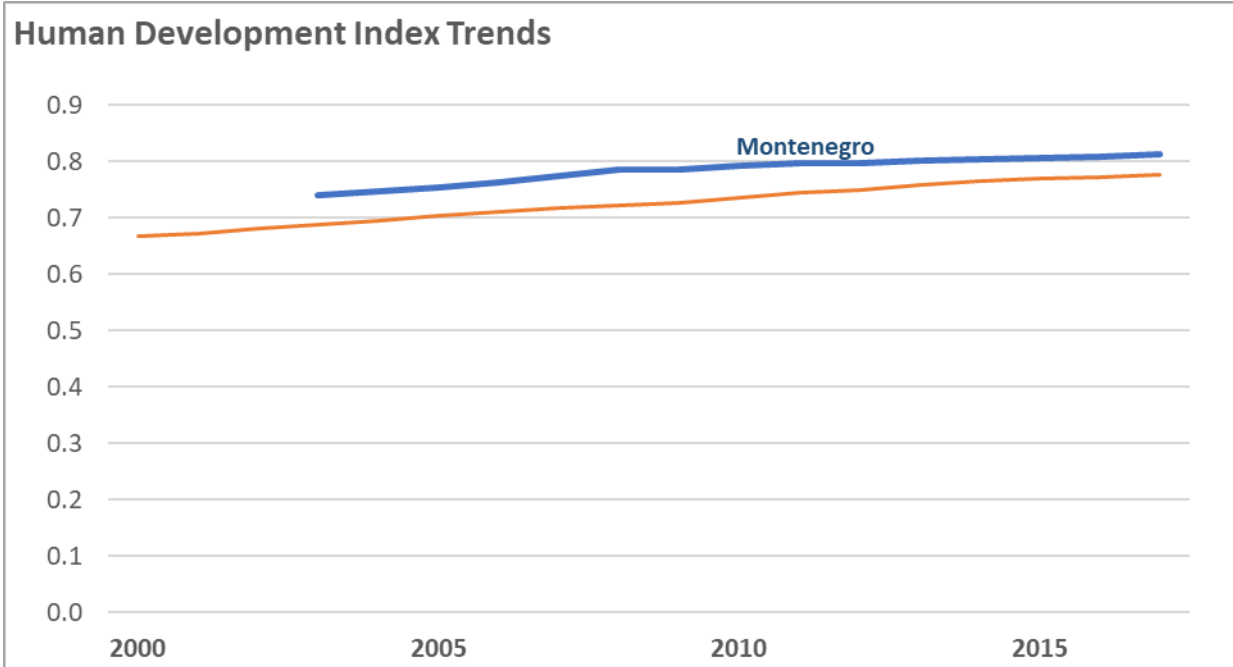
Evaluation Questions	Sub-questions	Data/Info to be collected	Data collection methods and tools (e.g.)	Data analysis (e.g.)
EQ 1. What did the UNDP country programme intend to achieve during the period under review?	1.1 What are UNDP's outcomes as defined in the CPD?	<p>UNDP's specific areas of work and approaches for contribution under CPD/UNDAF outcomes</p> <p>UNDP's interventions strategy, e.g. theory of change that maps an expected pathway of change, logic and assumptions, including plans detailing required financial resources and capacity for programme implementation (and evidence of their provision)</p> <p>Evidence of design tailored to meeting development challenges and emerging needs of the country</p> <p>Evidence of design <i>based on a clear and comprehensive risks analysis</i></p>	<p>Desk/literature review of relevant documents (including problem analysis conducted by the CO)</p> <p>Semi-structured interviews/group discussions with relevant stakeholders conducted remotely</p> <p>CO Questionnaire Survey</p>	<p>Map a theory of change to identify the logic, sequence of events and assumptions behind the proposed programme</p> <p>Problem/risk analysis of underlying development challenges</p> <p>Stakeholders analysis</p> <p>SMART analysis of CPD indicators</p> <p>Triangulate data collected from various sources and means (e.g. cross check interview data with desk review to validate or refute TOC).</p>
	1.2 If there have been any changes to the programme design and implementation from the initial CPD, what were they, and why were the changes made?	Evidence of existence and application of relevant measures to respond to the changes put and their coordination/consistency across the implemented activities.		
EQ 2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?	2.1 To what extent and with which results did UNDP achieve its specific objectives (CP outputs) as defined in the CPD and	Progress towards achievement of intended objectives per sector (including a list of indicators chosen for the CPD and those used for corporate reporting, baselines, targets, and status)	<p>Desk/literature review of relevant documents</p> <p>Assessment of ROARs, GRES as well as indicators status to assess progress and trends</p>	<p>Contribution analysis against TOC assumptions</p> <p>Counterfactual analysis to check whether results could have been delivered without UNDP</p>

	other strategies (if different)?	Evidence of achievement of results within the governance - poverty-environment/energy-climate nexus	Project QA data extraction Semi-structured interviews/group discussions with relevant stakeholders conducted remotely CO Questionnaire Survey	Analysis of evaluations and audits; Summary of outcome indicator and status Analysis of corporate surveys Trend analysis of ROARs & GRES Triangulate data collected from various sources and means.
	2.2 To what extent did the achieved results contribute to the outcome?	Clear linkages between UNDP's specific interventions and UNDAF-defined outcome level changes Evidence of contribution to GEWE Evidence of contributions to the SDGs		
EQ 3. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?	3.1 What programme design and implementation-related factors have contributed to or hindered results?	Key factors affecting the results (Typology of key factors to be created, e.g.): <ul style="list-style-type: none"> • Degree of alignment with national priorities • Programme focus/design and implementation approach (e.g. mix of interventions, up/downstream, short/long-term, appropriateness of indicators) • Business environment to promote GEWE • Use of partnerships (incl. UNV/UNCDF, PUNS, IFI, CSO, Private sector, think tanks) • Innovation and knowledge management • Use of SSC to enhance results • Measures to ensure efficient use of resources • M&E capacity • 'Social & Environment Standards' (incl human rights, environment sustainability) • Project delivery modality (NIM/DIM) 	Project QA data extraction Semi-structured interviews/group discussions with relevant stakeholders (conducted remotely)- focus on validating or refuting lines of inquiry and collecting perceptions and observations on the "why" and factors that influence or impede effectiveness. Tabulation of corporate surveys data CO Questionnaire Survey	Completion of a template of 'factors' with analysis of 'strength of influence (extent the factors affect UNDP's ability to achieve its objectives)' Contribution analysis against TOC assumptions; Counterfactual analysis to check whether results could have been delivered without UNDP Analysis of evaluations and audits. Analysis of corporate surveys Trend analysis of ROARs & GRES Cross-check interview data with desk review to validate or refute lines of inquiry – highlighting data on the "why" and factors that influence or impede effectiveness; (check for unintended outcomes); Triangulate data from desk review and interviews with survey to close gaps and findings
	3.2 How have the key principles of the Strategic Plan been applied to the country programme design ¹⁴			

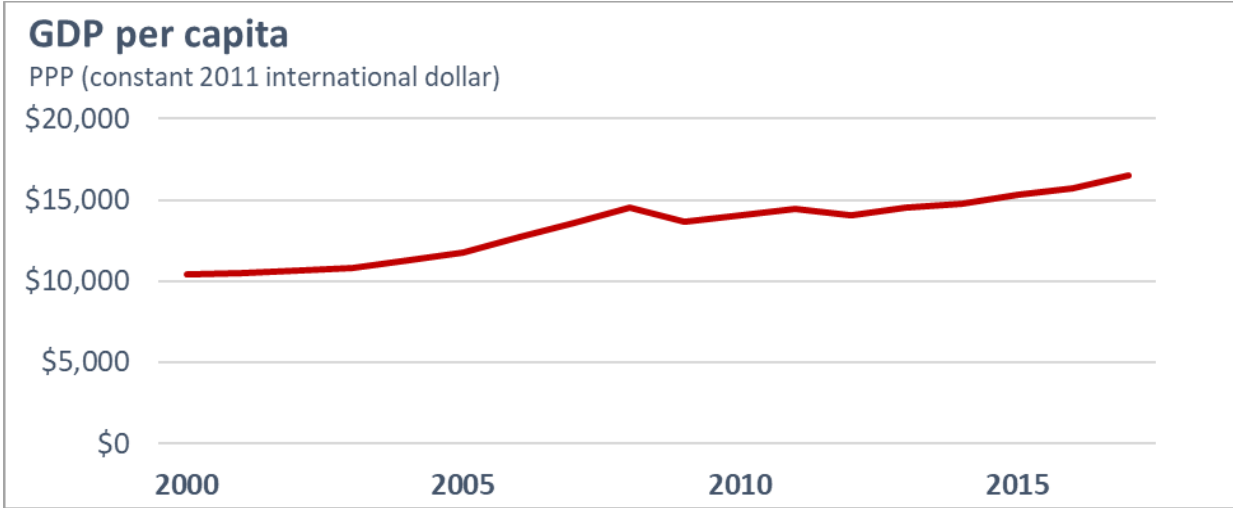
¹⁴ As the CPDs under review may be based on the previous Strategic Plan (2014-2017), we should select a set of key principles reflected in both old and new Strategic Plan for our purpose, to examine how they have been reflected in programme design and used to enhance the results). For example, in the new Strategic Plan 2018-2021, the key issues include: (1) 'Working in partnership': i) Within UN System; and ii) Outside UNS (South-South; civil society; private sector; and IFIs); (2) 'Helping to achieve the 2030 Agenda'; (3) '6 Signature Solutions': i) Keeping people out of poverty; ii) Strengthen effective, accountable, inclusive governance; iii) enhance prevention and recovery for resilient society; iv) promote nature-based solutions for sustainable plant; v) close the energy gap; and vi) strengthen gender equality; (4) 'Improved business models (Performance; and Innovation)

	<p>3.3 What mechanisms were put in place at the design and implementation stage to ensure the sustainability of results, given the identifiable risks?</p>	<ul style="list-style-type: none"> • Level of capacity of partner institutions/organisations/beneficiaries • Supported government policies and mechanisms encourage continuation • Government mechanisms and budgets in place for managing, operating and maintaining set of supported institutional measures • Evidence of appropriate sustainable results at project level with typology of “lessons learnt” and “best practices” • Evidence of further funding and implementation of activities following up on results achieved with support of UNDP 		
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ANNEX 3. COUNTRY AT A GLANCE



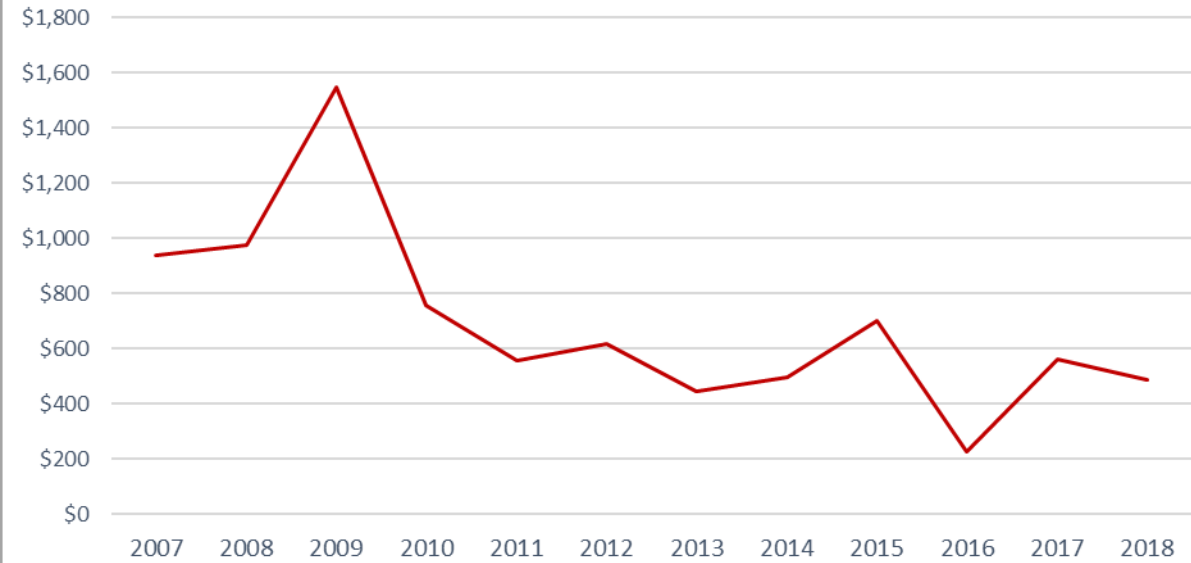
Source: UNDP Human Development Data, 1990-2018



Source: World Development Indicators, World Bank, 2020

Foreign Direct Investment

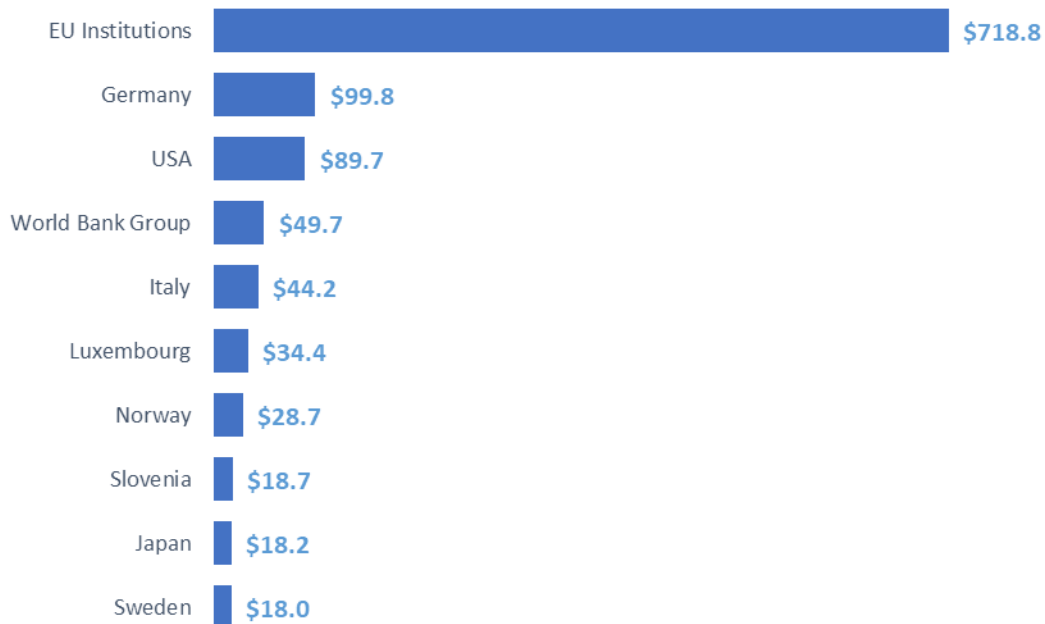
net inflows, Millions (current US\$)



Source: World Development Indicators, World Bank, 2020

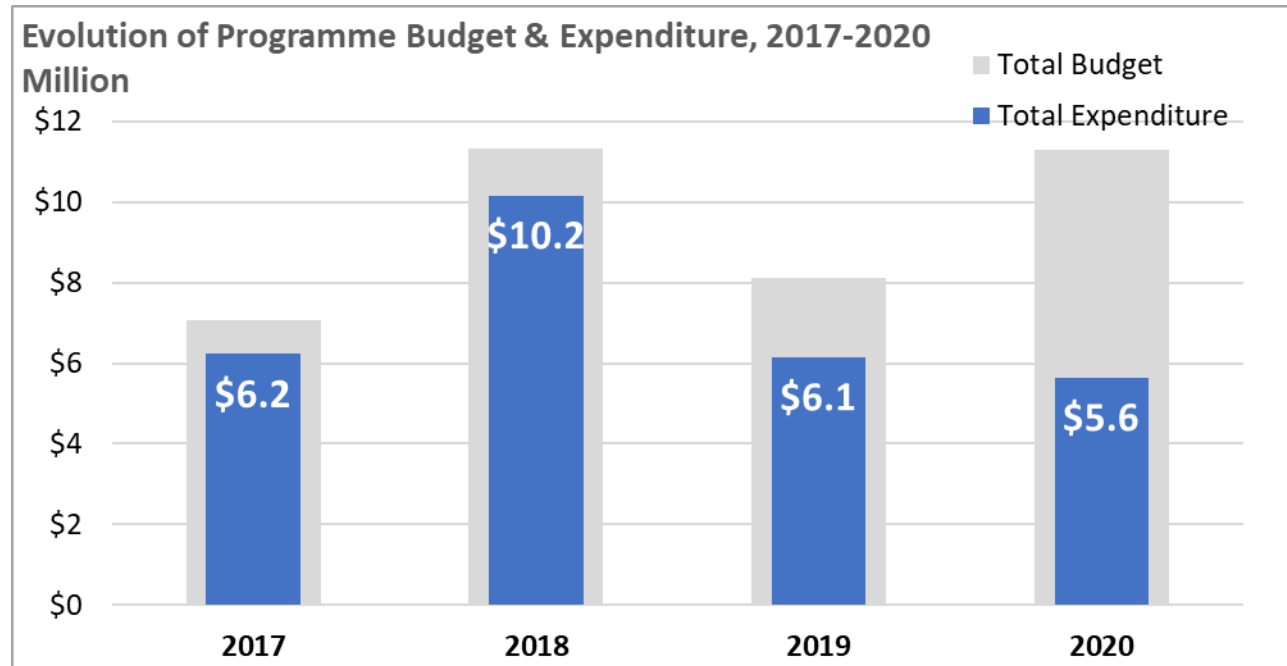
Official Development Assistance Disbursements (2000-2018)

Millions USD

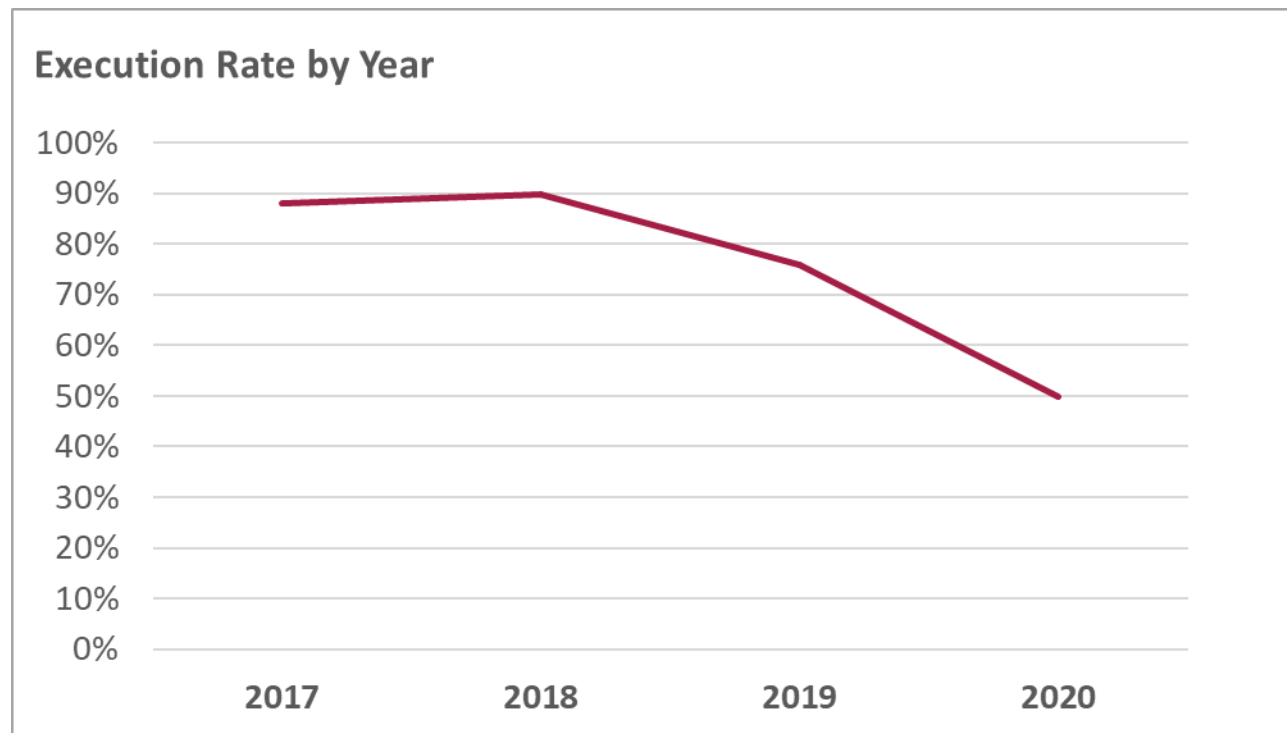


Source: OECD QWIDS, August 2020

ANNEX 4. COUNTRY OFFICE AT A GLANCE



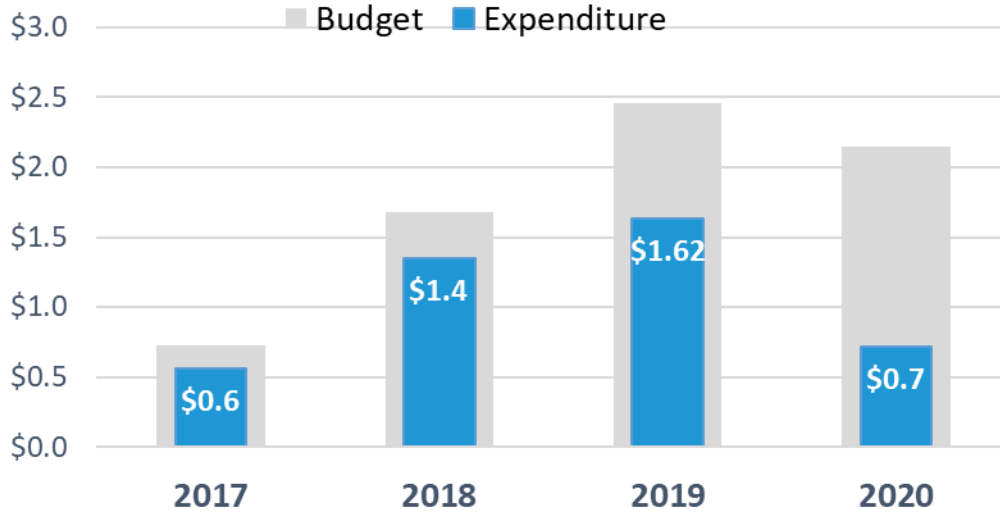
Source: Atlas Project data, Power Bi, August 2020



Source: Atlas Project data, Power Bi, August 2020

Outcome : By 2021, accountable, transparent and effective judiciary, public administration at central and local level, Parliament and independent institutions ensure security, development, equal access to justice and quality public services for all people

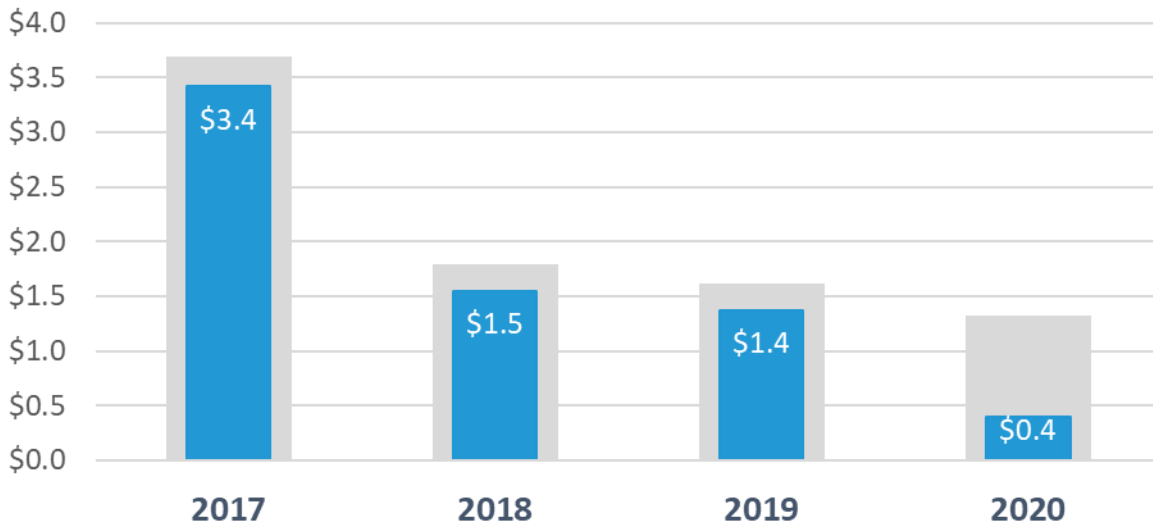
Millions



Source: Atlas Project data, Power Bi, August 2020

Outcome : By 2021, people of Montenegro benefit from sustainable management of natural resources, combating climate change and disaster risk reduction

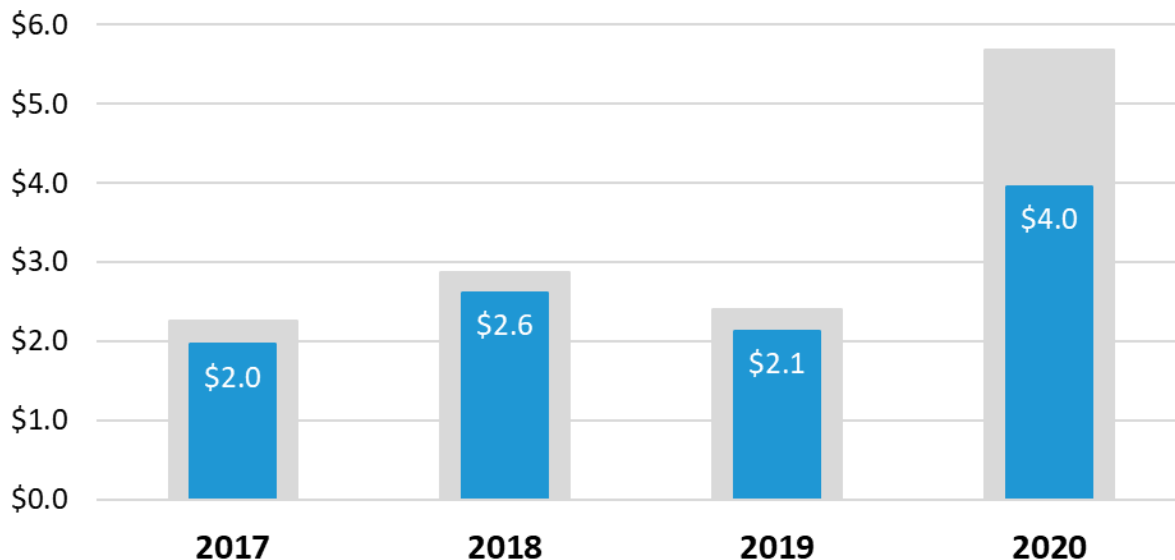
Millions



Source: Atlas Project data, Power Bi, August 2020

Outcome : By 2021 population has improved access to quality, equitable, inclusive and mutually reinforcing systems of health, education, protection and decent work promotion

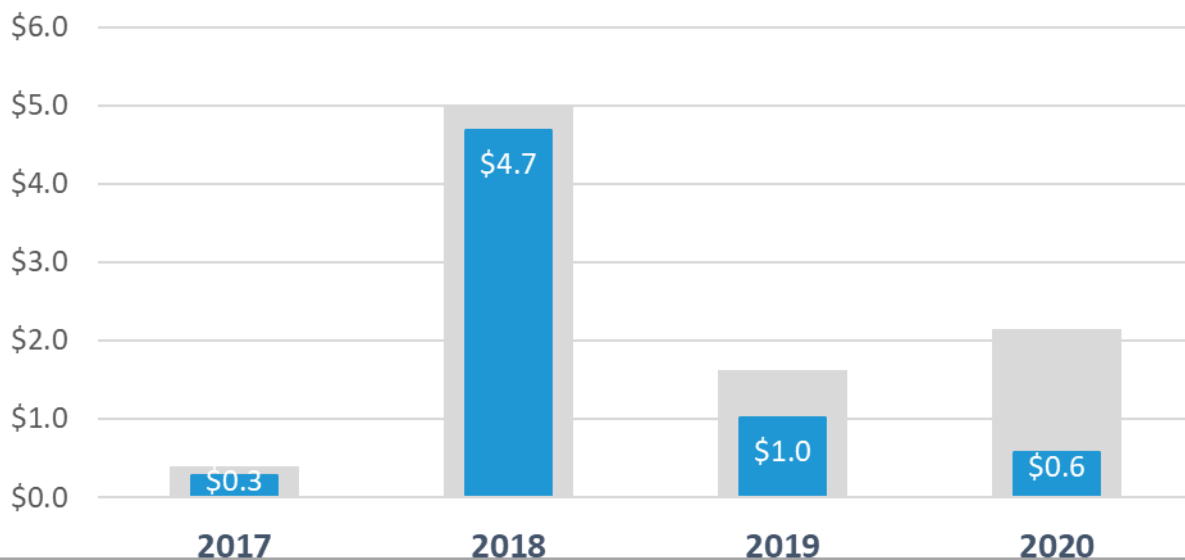
Millions



Source: Atlas Project data, Power Bi, August 2020

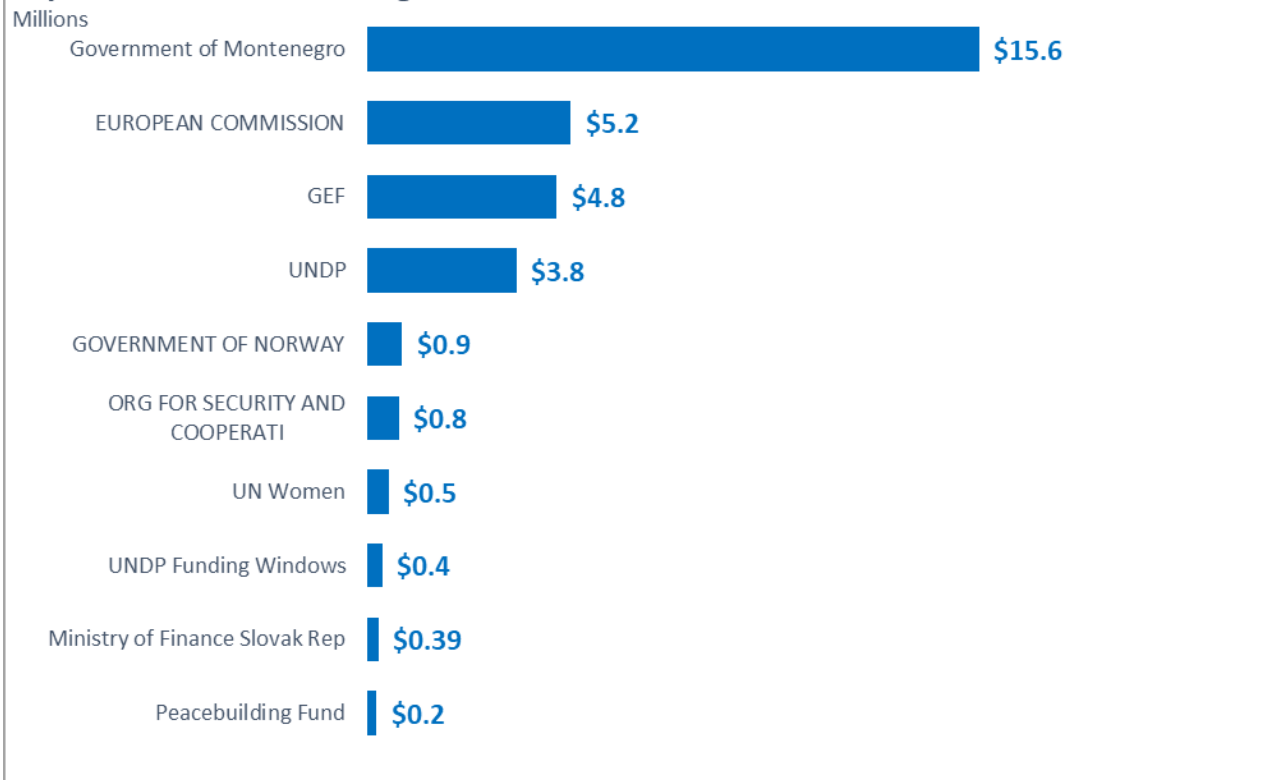
Outcome : By 2021, people of Montenegro benefit from an enabling institutional and regulatory framework for sustainable and inclusive economic growth based on innovation, entrepreneurship and competitiveness

Millions



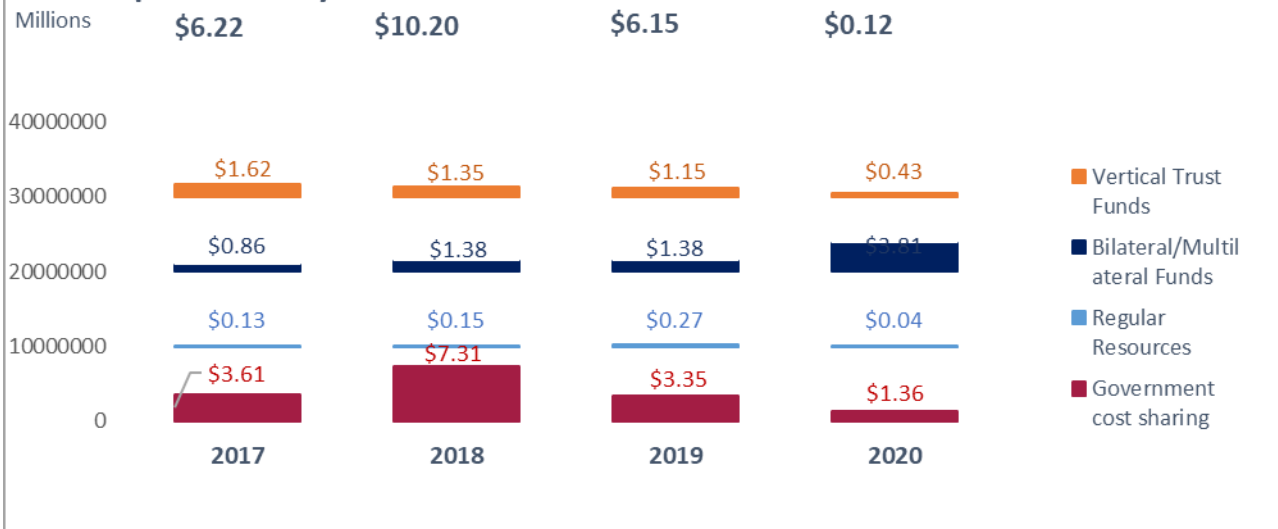
Source: Atlas Project data, Power Bi, August 2020

Top 10 Donors, Montenegro 2017-2020



Source: Atlas Project data, Power Bi, August 2020

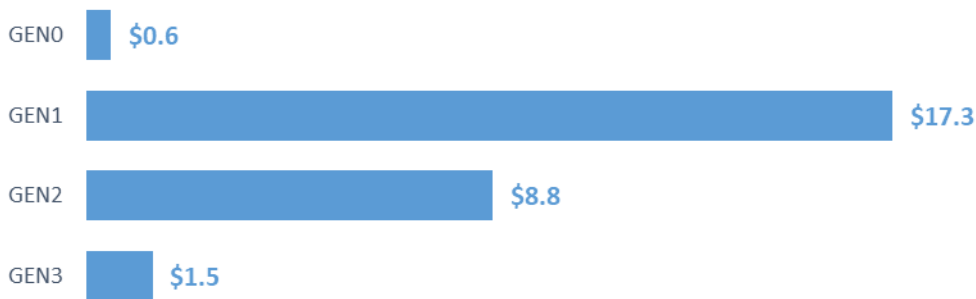
Total Expenditure by Fund Source and Year



Source: Atlas Project data, Power Bi, August 2020

Expenditure by Gender Marker

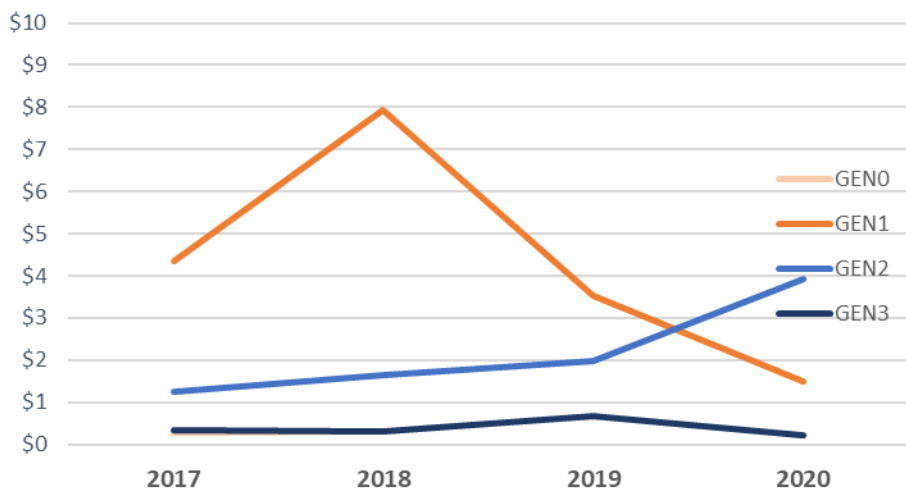
Millions



Source: Atlas Project data, Power Bi, August 2020

Expenditure by Gender Marker and Year

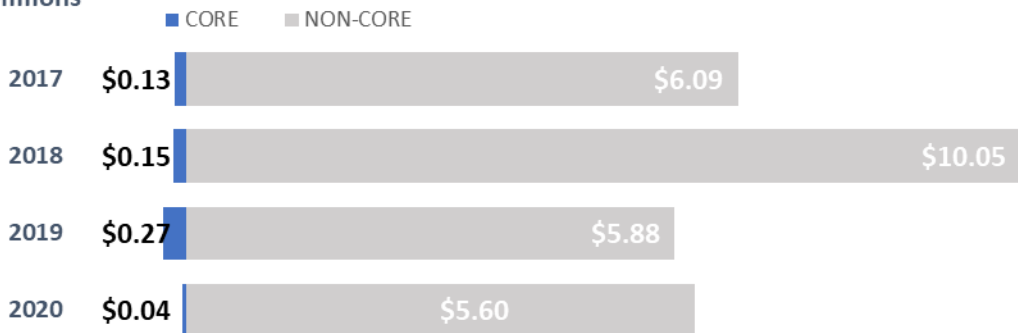
Millions



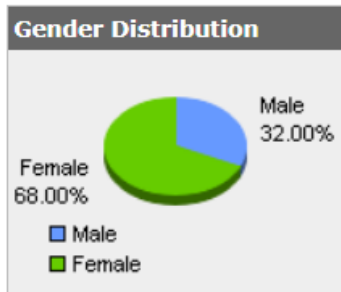
Source: Atlas Project data, Power Bi, August 2020

Programme Expenditure by Source, 2017-2020

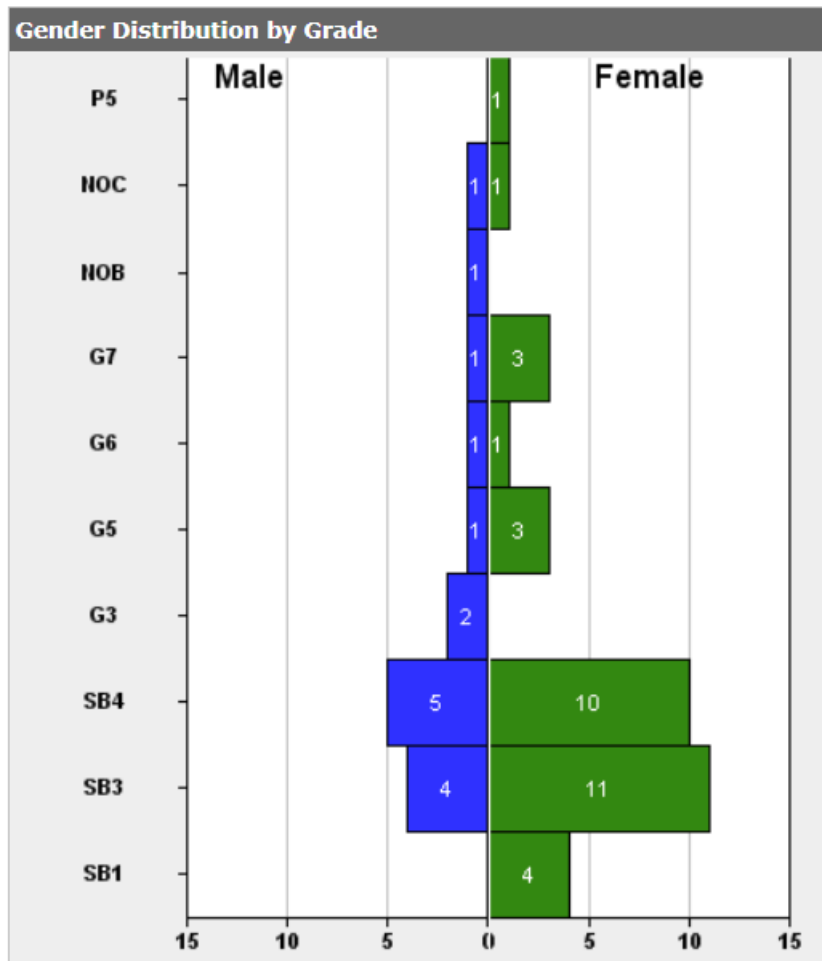
Millions



Source: Atlas Project data, Power Bi, August 2020



Source: Data from Executive Snapshot



Source: Data from Executive Snapshot

ANNEX 5. PROJECT LIST

Outcome/ Pillar	Total projects	Sampled Projects	Sampled project	Start date	End date	Budget
Democratic Governance: By 2021, accountable, transparent and effective judiciary, public administration at central and local level, Parliament and independent institutions ensure security, development, equal access to justice and quality public services for all people, focusing on enhancing human rights.	16	5 (within which, two successive PAR projects)	Accession of Montenegro to European Union - 00105544	01.09.17	31.12.19	\$434,799
			Public Administration Reform (2 projects) - 00110139	05.03.18	05.03.20	\$763,487 \$456,304
			Gender Mainstreaming for Achieving Effective Governance - 00114671	01.01.19	31.05.20	\$319,471
			Improving the Efficiency of Justice system - 00108212	01.08.18	31.12.20	\$1,482,259
			Efficient and Transparent Local Self-Governance	07.23.2019	12.31.2021	\$229,261
Environmental Sustainability: By 2021, people of Montenegro benefit from sustainable management of natural resources, combating climate change and disaster risk reduction.	12	5	Towards Carbon Neutral Tourism 00079785	01.09.2014	04.05.2020	\$2,505,358
			Establishment of Centre for Sustainable Development - 00080011	24.03.2014	31.12.20	\$680,469
			Third National Communication - 00090471	01.05.2016	01.05.2020	\$464,411
			Second Biannual Update Report	10.01.2016	04.30.2019	\$394,820
			Third Biennial Update Report	08.01.2019	12.31.2021	\$202,000
Social inclusion: By 2021 population has improved access to quality, equitable, inclusive and mutually reinforcing systems of health, education, protection and decent work promotion.	11	4	Strengthening Health System in Montenegro - 00103594	01.06.17	31.12.20	\$2,126,996
			Gender IPA Programme - Phase II - 00085978	1.1.2016	31.12.2019	\$987,806
			Continuation of Social Welfare System Reform-Bridging - 00080493	1.07.2014	31.12.2020	\$4,067,660

			Continuation of ISWIS (Social Card) - 00102809	1.8.2017	31.12.2023	\$1,177,926
Economic Development: By 2021, people of Montenegro benefit from an enabling institutional and regulatory framework for sustainable and inclusive economic growth based on innovation, entrepreneurship and competitiveness.	8	4	Growing Green Business in Montenegro - 00087518	01.04.18	26.04.21	\$706,503
			Sustainable transport infrastructure – Airports - 00110452	15.03.18	31.12.20	\$5,212,741
			Accelerating Innovation - 00126077	01/03/2020	28/2/2021	\$70,000
			Integrated Local Development	11.01.2013	12.31.2020	\$724,237
Regional and Global projects	9	2	Public and Private Finance for Development - 00100708	01.01.2017	31.12.2023	\$304,506
			ReLOaD - Regional Programme on Local Democracy in the WB - 00089306	01.02.2017	31.08.2020	\$866,030
Total	56	20 (21)	12 ongoing and 8 closed (or to be closed by end of May 2020)			

ANNEX 6. PEOPLE CONSULTED

Government of Montenegro counterparts

1. Biljana Pejovic, Head of the Department for Gender Equality, Ministry of Human Rights
2. Bojana Boskovic, Director General, Directorate for Financial System and Improvement of Business Environment, Ministry of Finance
3. Budimirka Djukanovic, General Director of Directorate for IT, analytics and statistics, Ministry Of Labour and Social Welfare
4. Darko Kovacevic, Director of Directorate for ICT of the Judiciary and Data Security, Ministry of Justice
5. Dejan Basanovic, Director Center for social and child protection services
6. Ešef Husic Director General for Climate Change, Ministry for Sustainable Development and Tourism
7. Goran Jovetic State, Secretary Ministry of Public Administration
8. Irena Tadic, Advisor Environmental Protection Agency
9. Ivana Šuković, Head of Division for Development of Social Services, Ministry Of Labour and Social Welfare
10. Ivana Vojinović, Director General for Environment, GEF Focal Point, Ministry of Sustainable Development
11. Jadranka Djurkovic, Deputy Head of the HRMA, Sector for training and staff development Human Resource Management Agency
12. Jovan Martinovic, Director Eco-Fund
13. Kemal Zoronjic, Assistant General Director Airports Montenegro
14. Ljiljana Belada, Head of Department for fostering entrepreneurship through international projects Directorate for investments, development of SMEs and management of EU funds, Ministry of Economy
15. Marija Blagojevic, Advisor Parliament of Montenegro
16. Marina Spahic, Deputy Director, Environmental Protection Agency
17. Marko Mrdak, Deputy Chief Negotiator Office for European Integration (OEI)
18. Marko Radovic, Advisor Environmental Protection Agency
19. Marko Radulovic, Director of Directorate for energy and energy efficiency
20. Milena Mumin, Secretary, Ministry of Foreign Affairs
21. Milica Škiljević, Director-General of the Directorate for Economics and Projects in Health, Ministry of Health
22. Mirjana Begović, Head of e-services department, Ministry of Public Administration
23. Mirjana Ivanov Head of the Department for applied meteorology, Institute for Hydrometeorology and Seismology
24. Marko Radulovic, Director Directorate for energy and energy efficiency
25. Branka Zizic, Director General Directorate for Innovation and technological development
26. Nermina Bašić, City Manager, Pljevlja Municipality
27. Nikola Medenica, Director Environmental Protection Agency
28. Sasa Ivanovic, State Secretary Ministry of Science
29. Sneža Mugoša, Director General, Directorate for Local Self-Government and State-owned companies, Ministry of Finance
30. Stanica Andjic, Director of the Directorate for the United Nations General Directorate for Multilateral Affairs, Ministry of Foreign Affairs
31. Tanja Stajović, Mayor Golubovci Municipality
32. Vatroslav Belan, Advisor Deputy Prime Minister's office, National Crisis Coordination Team
33. Vesna Maraš, Head of Financial Department, Golubovci Municipality


34. Zorana Popovic, ReLOaD BoP member, Ministry of Public Administration
35. Zorka Kordić, Assistant Secretary-General of the Government of Montenegro (SGG), Head of Department for Government Strategies, Government of Montenegro

UNDP

1. Daniela Gasparikova, UNDP Resident Representative
2. Miodrag Dragisic, Assistant Resident Representative and Social Inclusion Team Leader
3. Tomica Paovic, Team Leader Democratic Governance & Economy and Environment Evaluation
4. Jelena Colovic, OPS Manager replacement
5. Dubravka Obradovic, Finance Associate
6. Ljiljana Radovic, Finance and Procurement
7. Ana Jankovic, HR associate
8. Jelena Mrdak, Programme Manager PAR
9. Srdjan Vujic, Project Manager – Public service delivery and E-governance
10. Boris Rebic, Project Coordinator
11. Kaca Djurickovic, Programme Manager
12. Masa Vucinic, Project Coordinator
13. Dzenana Scekcic, ReLOAD Project manager
14. Arta Hoxha, Reload Project assistant
15. Gordan Ivanovic, Digitalisation in Justice
16. Maja Kustudic-Asanin, Programme Manager
17. Vladan Bozovic, Project coordinator
18. Snezana Dragojevic, Project Manager
19. Irena Lakovic, Project Assistant
20. Aleksandra Kikovic, Programme Manager
21. Viktor Subotic, Environment cluster
22. Ana Dakovic, Environment cluster
23. Ana Pajevic, Environment cluster
24. Radica Zekovic, Environment cluster
25. Aleksandra Visnjic, Social inclusion cluster
26. Jelena Miljanic, Social inclusion cluster
27. Igor Topalovic, Social inclusion cluster
28. Sanja Zindovic, Social inclusion cluster
29. Sladjana Lazarevic, Economic Development, Airports project
30. Borko Vulikic, Economic Development, Growing Green Business
31. Irena Jokic, Economic Development, PFM
32. Viktoria Mlynarcikova, Programme Specialist UNDP Istanbul Regional Hub

UN agencies, International Organizations and Donors

1. Fiona McCluney UN Resident Coordinator
2. Michaela Bauer UNICEF Deputy Representative
3. Denis Mesihovic, Operations Manager, World Bank
4. Mina Brajovic, Head of WHO

- 
5. Marianna Macascova, International Affairs Specialist, Development Cooperation Specialist, Coordinator, Project Manager, Ministry of Finance of the Republic of Slovakia
 6. Eleonora Formagnana, Attachée – Programme Manager for Public Administration Reform and Public Finance Management Twinning and TAIEX Coordinator, SIGMA focal point, Delegation of the European Union in Montenegro
 7. Hermann Spitz, Head of Cooperation Section, Delegation of the European Union in Montenegro

Civil Society, academia and private sector

1. Sasa Scekcic, Deputy Secretary General, ReLOaD BoP alternate member, Union of Municipalities of Montenegro
2. Rajka Pejovic, Director, NGO Centar za prava djece
3. Bojan Popovic, Coordinator, Centar za prava djece
4. Milos Ivanisevic, Director, Business Centre Cetinje Center for Local Economic development Cetinje
5. Aleksandar Janicic, Manager for projects and development of entrepreneurship Tehnopolis Niksic
6. Pavle Radovanovic, Secretary General, Chamber of Economy
7. Natasa Medjedovic, Director SOS Niksic

ANNEX 7. DOCUMENTS CONSULTED

UNDP Policy/Strategic documents

- UNDP Country Programme document 2017-2021
- UNDAF
- UNDP Strategy paper
- ROARs
- Other related available strategic documents

UNDP Project level documentation

- Project proposals, project documents and amendments (where relevant)
- Project reports
- Project portfolio overview
- Evaluation reports
- Other available project level documentation

Other documents, studies and reports

- Annual EU Reports on Montenegro, 2017-2020
- Government of Montenegro (2015); Public Administration Reform Strategy 2016-2020
- Government of Montenegro (2019); Second Biennial Update Report submitted by Montenegro to the UNFCCC Secretariat
- UNDP in Montenegro (2019); Human Development Report 2019
- IBRD/World Bank (2019); Public Expenditure AND Financial Accountability (PEFA) - Performance Assessment Report: Montenegro
- Kacapor-Dzihic, Zehra (2020); Mid-term Evaluation of the Public Administration Reform Strategy 2016-2020 in Montenegro, European Commission, Podgorica
- Ministry of Public Administration (2019); Report on Implementation of the Action Plan for the Public Administration Reform Strategy 2016-2020 for period of January - July 2019
- Government of Montenegro (annually); Montenegro Programme of Economic Reforms, 2017-2020
- Government of Montenegro (2017); Montenegro's Development Directions 2018-2021
- Government of Montenegro (2018); Programme of Accession of Montenegro to the European Union, 2019-2020
- United Nations in Montenegro (2020); Final Evaluation of the United Nations Development Assistance Framework (UNDAF) for Montenegro (2017-2021)
- World Bank (2020); World Development Indicators 2020.

Other sources (websites)

- http://www.crnvo.me/sites/crnvo/files/article_files/izvjestaj_o_finansiranju_nvo_iz_budzeta_lokalnih_samouprava.pdf
- http://www.mna.gov.me/en/ministry/Smart_Specialisation/
- http://www.mrs.gov.me/informacije/materijalna_davanja_ISWIS_Progress_Report
- <http://www.mrt.gov.me/ResourceManager/FileDownload.aspx?rid=272986&rType=2&file=NSOR%20o%202030%20FINALNA.pdf>
- <http://www.uneval.org/document/detail/1914>
- <https://data.worldbank.org/indicator/SE.ADT.1524.LT.FE.ZS?display=graph--%3E&locations=ME>
- https://ec.europa.eu/economy_finance/forecasts/2020/spring/ecfin_forecast_spring_2020_me_en.pdf

- https://en.unesco.org/sites/default/files/binder_working_documents_31-icc_en_final_v2.pdf
- <https://erc.undp.org/evaluation/documents/download/15411>
- <https://mju.gov.me/biblioteka/izvjestaji>
- https://montenegro.un.org/sites/default/files/2020-06/Rapid%20Social%20Assessment%20-%20Summary%20-%20ENG_0.pdf
- <https://tradingeconomics.com/montenegro/ease-of-doing-business>
- <https://tradingeconomics.com/montenegro/poverty-headcount-ratio-at-national-poverty-lines-percent-of-population-wb-data.html>
- https://unfccc.int/sites/default/files/resource/SECOND%20BIENNIAL%20UPDATE%20REPORT%20ON%20CLIMATE%20CHANGE_Montenegro.pdf
- <https://worldpopulationreview.com/countries/montenegro-population>
- <https://www.csrcg.me/index.php/iss-socijalni-karton>
- <https://www.eu.me/en/>
- <https://www.me.undp.org/content/montenegro/en/home/projects/GSB.html>
- <https://www.me.undp.org/content/montenegro/sr/home/projects/E-SocialCard.html>
- <https://www.oecd.org/south-east-europe/COVID-19-Crisis-in-Montenegro.pdf>
- <https://www.statista.com/statistics/812253/youth-unemployment-rate-in-montenegro/>
- <https://www.undp.org/content/dam/montenegro/docs/publications/si/Gender/Gender%20Equality%20Index%202019%20for%20web.pdf>
- www.lowcarbonmne.me

ANNEX 8. STATUS OF COUNTRY PROGRAMME ACTION PLAN OUTCOME INDICATORS

Outcome and Output Indicators	Indicator Baseline	Indicator Value 2017	Indicator Value 2018	Indicator Value 2019	Indicator Value 2020	Indicator Target by 2021	Source/Comments	
Outcome 1: By 2021, accountable, transparent and effective judiciary, public administration at central and local level, Parliament and independent institutions ensure security, development, equal access to justice and quality public services for all people, focusing on enhancing human rights.								
Indicator 1.1 Worldwide governance indicators	1.1.1. Worldwide governance indicators (voice and accountability)	0.18	0.0759	0.1236	0.08	N/A	0.3	Source: Worldwide governance indicators, World bank 2018
	1.1.2. Worldwide governance indicators (Political stability/absence of violence)	0.24	0.2766	0.0128	0.11	N/A	0.6	Source: Worldwide governance indicators, World bank 2018
	1.1.3. Worldwide governance indicators (Government effectiveness)	0.27	0.1109	0.1543	0.13	N/A	0.4	Source: Worldwide governance indicators, World bank 2018
	1.1.4. Worldwide governance indicators (Regulatory quality)	0.12	0.2244	0.2986	0.36	N/A	0.35	Source: Worldwide governance indicators, World bank 2018
	1.1.5. Worldwide governance indicators (Rule of law)	0.07	0.0056	0.013	0.10	N/A	0.25	Source: Worldwide governance indicators, World bank 2018
	1.1.6. Worldwide governance indicators (Control of corruption)	0.00	0.0992	0.0874	0.02	N/A	0.15	Source: Worldwide governance indicators, World bank 2018
Indicator 1.2 Democracy index	Democracy index	5.94	5.72	5.69	5.74	N/A	7	Source: EIU 2018

Indicator 1.3 Level of preparedness of Montenegro to apply the Acquis and European standards in the areas covered by negotiation chapters 23 and 24 (chapter 23)	1.3.1. Level of preparedness of Montenegro to apply the Acquis and European standards in the areas covered by negotiation chapters 23 and 24 (chapter 23)	3	3	3	3	N/A	4	Source: EU progress report, 2019 HQ Comment: Original baseline: Chapter 23: Moderately prepared (3) Chapter 24: Moderately prepared (3) Original target: Chapter 23: Good level of preparation (4) Chapter 24: Good level of preparation (4)
	1.3.2. Level of preparedness of Montenegro to apply the Acquis and European standards in the areas covered by negotiation chapters 23 and 24 (chapter 24)	3	3	3	3	N/A	4	Source: EU progress report, 2019
Indicator 1.4 Percentage of SDGs nationalized	Percentage of SDGs nationalized (National Strategy for Sustainable Development reporting and monitoring system is functional)	0%	100%	100%	100%	N/A	50%	Source: National Strategy for Sustainable Development nationalized all SDGs and 167 targets out of 169
Output 1.1: Efficiency and transparency of judiciary improved through introduction of integrated judicial IT system								
Indicator 1.1.1 Functional and efficient judicial information system in place		No	No	No	No	N/A	Yes	Source: Government media relations office article on the occasion of signing the agreement for the JIS CO Comment: JIS in development phase.
Output 1.2: Enhanced citizen participation in creation monitoring and implementation of policies through innovative models for citizen engagement and open data use								
Indicator 1.2.1 Number of demonstration projects scaled up by national partners		2	3	4	6	N/A	4	Source: http://www.kotor.me/files/documents/1566375690-4.%20Odluka%20o%20izmjeni%20Odluke%20za%20kriterijume%20...%20za%20NO.pdf CO Comment: Municipalities Kotor and Tivat adopted Amendments to the Decisions on allocation funds to NGOs.

Output 1.3: Access to and availability and delivery of state services enhanced through the use of ICT							
Indicator 1.3.1 Number of e-services	129	136	176	176	N/A	144	Source: Government sessions website, Analysis of the E-government in MNE for 2019 CO Comment: Country surpassed the target which was set for 2021. Within this number, UNDP supported Ministry of Public administration in design of 4 e-services which will be executed through the interoperability Platform developed by UNDP.
Indicator 1.3.2 Improving government effectiveness in public service delivery	0.1557	0.1109	0.1543	0.13	N/A	0.4	Source: WB worldwide governance indicators. https://info.worldbank.org/governance/wgi/Home/Reports CO Comment: Baseline set for the year 2014 was used in CPD and the value was 0.2657, as this was available data during the preparation of CPD. Baseline for 2015 which was later released was 0.1557, so this value is used as a baseline. The value for 2018 is used as the data for the actual 2019
Output 1.4: Enhanced national capacities in managing destruction and storage of weapons and ammunition							
Indicator 1.4.1 Obsolete ammunition is destroyed	1600	1700	1790	1790	N/A	1900	Source: Ministry of defense report. Final MONDEM report CO Comment: Measured in tons
Outcome 2: By 2021, people of Montenegro benefit from sustainable management of natural resources, combating climate change and disaster risk reduction.							
Indicator 2.1 Percentage of legislation related to environment and climate change in line with EU Acquis	60%	30%	40%	50%	N/A	100%	Source: EU report - Some progress was made in further aligning legislation with the acquis

Indicator 2.2 Decrease in annual emissions of greenhouse gases (kiloton)	Decrease in annual emissions of greenhouse gases compared to 1990 baseline 5,239 kilotons	5,239	3,494	3,494	3,494	N/A	4,715	Source: SBUR 2019 - data GHG 2015 HQ Comment: The percentage decrease can be computed based on baseline and target numerical values
Indicator 2.3 Rate of implementation of all components of national waste management action plan		0%	15%	20%	30%	N/A	100%	Source: EU report 2019 - considerable efforts needed to implement it
Indicator 2.4 Number of specific disaster risk reduction (DRR) action plans developed, tested and operationalized with involvement of all actors and beneficiaries for specific sectors and institutions, for localities and sites tracing the effects of disasters on women, children and particular vulnerable groups		0	5	6	6	N/A	4	CO Comment: national DRR strategy report
Indicator 2.5 Number of newly created ecological network		0	0	2	3	N/A	2	Source: Local authorities annual reports - Coordinating body MAB Tara
Output 2.1: Climate change and environment targets integrated into national policies strategies and planning								
Indicator 2.1.1 Number of reports adopted and sent to relevant bodies in charge of international conventions.		3	4	5	7	N/A	6	Source: Government website, SBUR report announced. CO Comment: SBUR developed including GHG inventory and MRV.
Indicator 2.1.2 Number of spatial/urban plans developed with UNDP support that integrate low carbon development features.		0	1	1	2	N/A	2	Source: Government website CO Comment: PolySUMP Boka Cetinje developed and Spatial Plan of Special Purpose for the Coastal Area adopted by Parliament
Output 2.2: Annual emissions of carbon dioxide decreased in tourism sector								
Indicator 2.2.1 Emissions from tourism sector do not exceed 2013 threshold. <70ktCO2eq		No	No	No	No	N/A	Yes	Source: http://www.gsv.gov.me/ResourceManager/FileDownload.aspx?rid=320660&rType=2&file=3_81_14_06_2018.pdf CO Comment: Annual GHG Inventory for tourism sector completed

Indicator 2.2.2 Number of public spaces and buildings with improved level of energy efficiency in target municipalities	2.2.2.1. Number of public spaces and buildings with improved level of energy efficiency in target municipalities - public spaces	4	6	7	9	N/A	10	Source: http://www.savnik.me/index.php?page=2019-3 http://zabljak.me/cg/0/20181/JAVNE%20NABAVKE%20ZA%202017./ CO Comment: Public lighting in Zabljak and Savnik reconstructed, up to 70% cost reduction potential
	2.2.2.2. Number of public spaces and buildings with improved level of energy efficiency in target municipalities - buildings	3	4	5	6	N/A	5	Source: https://investitor.me/2018/05/17/za-rekonstrukciju-morace-42-miliona-eura/ CO Comment: Sports Centre Bar - replacement of lights will lead to reduced energy consumption for 40%
Output 2.3: Improved management of chemicals and all waste throughout their life cycle; reduction of waste release to air water and soil								
Indicator 2.3.1 Tonnes of PCB waste and equipment containing PCBs identified and phased out		0	0	246	248	N/A	700	Source: UNDP report, PIR CO Comment: Since there is no facility to treat PCB waste, 248t of PCB waste exported and disposed in total so far (2t in addition to 2018)
Indicator 2.3.2 Tonnes of soil in sites where PCB-contaminated equipment had been operated or maintained that are identified and phased out		0	0	0	0	N/A	200	CO Comment: No change since 2017 as the work plan envisages the action in 2020
Indicator 2.3.3 Mercury assessment and inventory developed		No	Yes	Yes	Yes	N/A	Yes	Source: Government sessions website CO Comment: Target reached in 2017
Output 2.4: Capacities for resilience to disasters increased								
Indicator 2.4.1 Number of management plans with DRR principles adopted and integrated into budgets, policies and plans		0	1	3	4	N/A	3	Source: UNESCO 31st session minutes CO Comment: MAB Tara action plan with integrated DRR principles
Indicator 2.4.2 Municipal level DRR connectivity model developed and operating		0	1	1	1	N/A	1	Source: No change compared to 2018 CO Comment: No change compared to 2018

Output 2.5: Improvement of sustainable management and conservation of mountain ecosystems including their biodiversity									
Indicator 2.5.1	Number of hectares covered by new management system developed with UNDP support	0	3,000	6,700	12,700	N/A	30,000	Source: http://www.opstinakolasin.me/index.php/aktuelnosti/873-komovi-proglaseni-za-park-prirode CO Comment: 6,000 ha protected by the municipal decision (Kolasin)	
Indicator 2.5.2	Number of business plans for regional parks developed with UNDP support	0	1	2	3	N/A	2	Source: UNDP reports, local authorities decisions CO Comment: Park Piva management plan for 2019	
Outcome 3: By 2021 population has improved access to quality, equitable, inclusive and mutually reinforcing systems of health, education, protection and decent work promotion.									
Indicator 3.1	Number of cases of domestic violence against women and violence against children registered (as a measure of the responsiveness of the system)	3.1.1. Number of cases of domestic violence against women and violence against children registered (as a measure of the responsiveness of the system) (children)	310	N/A	1416	1416	N/A	500	CO Comment: Estimation Data for 2019 not yet available
		3.1.2. Number of cases of domestic violence against women and violence against children registered (as a measure of the responsiveness of the system) (women)	1,347	N/A	1,362	1,362	N/A	1,720	CO Comment: Data for 2019 not yet available.
Indicator 3.2	Number of people accessing standardized family and community services and cash transfers	3.2.1.1. Number of people accessing standardized family and community services and cash transfers (services total)	900	2,874	3,104	3,189	N/A	2,000	Source: preliminary data of the Ministry of Labour and Social Welfare
		3.2.1.2. Number of people accessing standardized family and community services and cash transfers (services under age 18)	520	665	680	732	N/A	650	Source: preliminary data of the Ministry of Labour and Social Welfare

3.2.1.3. Number of people accessing standardized family and community services and cash transfers (services over age 18)	480	2,209	2,424	2,457	N/A	1,350	Source: preliminary data of the Ministry of Labour and Social Welfare
3.2.1.4. Number of people accessing standardized family and community services and cash transfers (services male)	390	1,269	1,194	1,152	N/A	850	Source: preliminary data of the Ministry of Labour and Social Welfare
3.2.1.5. Number of people accessing standardized family and community services and cash transfers (services female)	510	1,605	1,910	2,037	N/A	1,250	Source: preliminary data of the Ministry of Labour and Social Welfare
3.2.2.1. Number of people accessing standardized family and community services and cash transfers (de-institutionalization total)	132	N/A	113	1	N/A	95	Source: Estimation. UNICEF/MLSW data - not yet available for 2019 CO Comment: Data not available for 2017
3.2.2.2. Number of people accessing standardized family and community services and cash transfers (de-institutionalization children 0-3)	8	N/A	1	112	N/A	0	Source: Estimation. UNICEF/MLSW data - not yet available for 2019 CO Comment: Data not available for 2017
3.2.2.3. Number of people accessing standardized family and community services and cash transfers (de-institutionalization children 3+)	124	N/A	112	N/A	N/A	95	Source: Estimation. UNICEF/MLSW data - not yet available for 2019 CO Comment: Data not available for 2017

	3.2.2.4. Number of people accessing standardized family and community services and cash transfers (de-institutionalization boys)	74	N/A	70	70	N/A	50	Source: Estimation. UNICEF/MLSW data - not yet available for 2019 CO Comment: Data not available for 2017
	3.2.2.5. Number of people accessing standardized family and community services and cash transfers (de-institutionalization girls)	58	N/A	43	43	N/A	45	Source: Estimation. UNICEF/MLSW data - not yet available for 2019 CO Comment: Data not available for 2017
	3.2.2.6. Number of people accessing standardized family and community services and cash transfers (de-institutionalization children with no disability)	73	N/A	52	52	N/A	60	Source: Estimation. UNICEF/MLSW data - not yet available for 2019 CO Comment: Data not available for 2017
	3.2.2.7. Number of people accessing standardized family and community services and cash transfers (de-institutionalization children with disability)	59	N/A	61	61	N/A	35	Source: Estimation. UNICEF/MLSW data - not yet available for 2019 CO Comment: Data not available for 2017
	3.2.3. Number of people accessing standardized family and community services and cash transfers (transfer accuracy targeting)	0.86	N/A	N/A	0.86	N/A	1	Source: (Estimation. No data available for 2019) The accuracy targeting indicators to be produced by the World bank one in four years CO Comment: Data not available for 2017 and 2018
Output 3.1: Improved capacities of the Ministry of Labour and Social Welfare (MLSW) for evidence-based planning and targeting with services and cash benefits to reduce inequalities and exclusion								
Indicator	3.1.1 Level of integrated gender-responsive case management system implemented with UNDP support	3	3	3	4	N/A	4	Source: ISWIS reports CO Comment: By-law changed, ISWIS upgraded.

Indicator 3.1.2 Reduced exclusion error and improved (increased) targeting of social protection beneficiaries (baseline of 35,000 cases)	0%	0%	0%	5%	N/A	5%	Source: Nov.2019 MLSW transfers report CO Comment: Steady trend - no major legal changes	
Output 3.2: Vulnerable populations (elderly women Roma) benefiting from new standardized local level social services								
Indicator 3.2.1 Number of people served	900	2,629	2,844	2,877	N/A	2,100	Source: Preliminary MLSW report CO Comment: UNDP continue to support provision of community based social services until Ministry of Labour and Social Welfare reach sufficient capacities.	
Output 3.3: Improved social and institutional responsiveness to promotion protection and enforcement of anti-discrimination and gender equality policies for equal opportunities of women								
Indicator 3.3.1 Per cent of fulfilment of the National Action Plan for Gender Equality targeted goals in segments of women's empowerment in economy, decision-making and protection of victims of violence	0%	45%	50%	70%	N/A	80%	Source: Official gazette	
Indicator 3.3.2 Per cent of seats in National Parliament occupied by women who were trained by UNDP	17%	24%	24%	70%	N/A	30%	Source: UNDP reports	
Outcome 4: By 2021, people of Montenegro benefit from an enabling institutional and regulatory framework for sustainable and inclusive economic growth based on innovation, entrepreneurship and competitiveness.								
Indicator 4.1 Human Development Index and its derivatives	4.1.1. Human Development Index and its derivatives (value)	0.802	0.807	0.814	0.816	N/A	0.802	Source: HDR 2019 HQ Comment: Original target: a) Maintain the rank of very high human developmentb) Loss due to inequality kept below average loss for the very high HDI countriesc) Value less than 0.171 Please insert numerical values
	4.1.2. Human Development Index and its derivatives (rank)	49	48	50	52	N/A	49	Source: HDR 2019
	4.1.3. Inequality adjusted Human Development Index (average loss due to inequality adjusted - value)	0.728	0.736	0.741	0.746	N/A	0.728	Source: HDR 2019
	4.1.4. Gender Inequality Index	0.171	0.156	0.132	0.119	N/A	0.17	Source: HDR 2019

Indicator 4.2 Global Innovation Index (score)	National	41	51	48	45	N/A	40	Source: GII 2018 CO Comment: Indicator is not the value, it is the rank of the Country on the GII list. Therefore only rank is inserted HQ Comment: Original baseline: 41 original target: In top 40 of global ranking Please insert score value for baseline and target
Indicator 4.3 Employment rate	4.3.1. Employment rate (total)	43.2%	45.9%	49.5%	50.9%	N/A	48%	Source: Labor force survey 2019, MONSTAT
	4.3.2. Employment rate (male)	48.9%	52.6%	56.8%	57.2%	N/A	53%	Source: Labor force survey 2019, MONSTAT
	4.3.3. Employment rate (female)	37.8%	39.4%	42.5%	44.8%	N/A	43%	Source: Labor force survey 2019, MONSTAT
	4.3.4. Employment rate (south)	50%	44%	56.2%	58.8%	N/A	53%	Source: Labor force survey 2019, MONSTAT
	4.3.5. Employment rate (central)	49.2%	46%	56.6%	57.6%	N/A	52%	Source: Labor force survey 2019, MONSTAT
	4.3.6. Employment rate (north)	27.5%	24.2%	31.9%	33%	N/A	35%	Source: Labor force survey 2019, MONSTAT
	4.3.7. Employment rate (youth 15-24)	18.8%	21.3%	26%	33%	N/A	29%	Source: Labor force survey 2019, MONSTAT
Indicator 4.4 World Bank 'Doing Business' report (score)	Ranking in the World Bank "Doing business report"	46	51	42	50	N/A	20	Source: WB doing business report 2018 HQ Comment: original baseline: 46 Original target: Top 20 in global ranking Please insert score value for baseline and target
Output 4.1: National policies foster good business environment and sustainable private sector growth								
Indicator 4.1.1 Number of UNDP recommendations on fostering good business environment and private sector growth applied by the Government.		0	5	10	15	N/A	25	Source: Ministry of Economy website, RIA Consultant report, PFD project report CO Comment: 5 recommendations implemented: 1. MSMEs Strategy 2018-2022 ongoing implementation, 2. upgraded RIA statement at local level, 3. late payment transactions legislation

							alignment with EU acquis, 4. provision of 10 lines of financial and technical support for entrepreneurs by Min. of Economy,5. draft Strategy for life-long entrepreneurial learning 2020-2024
Indicator 4.1.2 Extent of private sector's satisfaction with the business enabling environment	3	3	3	3	N/A	4	Source: Chamber of Commerce report CO Comment: Steady trend, no major changes to report as regards the level of satisfaction, however there is space for improvement
Output 4.2: National institutions have improved capacities to develop implement and monitor policies and measures that help to generate jobs							
Indicator 4.2.1 Extent to which policies, systems and/or institutional measures are in place at national and subnational levels to generate and strengthen employment and livelihoods	3	3	3	3	N/A	4	Source: EU report
Indicator 4.2.2 Per cent of new green jobs in total new employment created with UNDP support, disaggregated by sex and region	0%	15%	50%	50%	N/A	30%	Source: https://radiojadran.com/brodovi-bella-boke-i-tokom-zime-za-tri-mjeseca-prevezeno-5000-putnika/ CO Comment: this year, 22 new green jobs were created within tourism investment projects supported by Low-carbon Tourism Project
Indicator 4.2.3 Number of men and women (disaggregated by age) who benefit from UNDP skills training.	0	100	200	225	N/A	250	CO Comment: Green Jobs mentoring project
Output 4.3: Accessibility of public services improved through launch of new e-services for businesses.							
Indicator 4.3.1 Number of new e-services for businesses	44	45	45	46	N/A	54	Source: E-governance report CO Comment: E-registration for businesses
Output 4.4: Improved implementation of policies for promoting women economic empowerment							
Indicator 4.4.1 Per cent of measures of Strategy for Women's Entrepreneurship implemented	0%	6%	60%	70%	N/A	70%	Government report

Source: Data from Corporate Planning