



*Empowered lives.
Resilient nations.*

Country Programme Action Plan

between

The Government of Montenegro

and

UNDP

2012 – 2016

TABLE OF CONTENTS

LIST OF ACRONYMS AND ABBREVIATIONS	3
The Framework	Error! Bookmark not defined.
Basis of Relationship	5
Part I. Introduction.....	6
Part II. Situation Analysis	6
Part III. Past Cooperation and Lessons Learned.....	9
Part IV. Proposed Programme	11
Social Inclusion.....	13
Democratic Governance	14
Economy and Environment.....	17
Part V. Partnership Strategy.....	19
Part VI. Programme Management	21
Part VII. Monitoring and Evaluation.....	24
Part VIII. Commitments of UNDP	25
Part IX. Commitments of the Government	26
Part X. Other Provisions	28
ANNEX: results and resources framework.....	32

LIST OF ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
CC	Climate Change
CDP	Capacity Development Programme
CPD	Country Programme Document
CSO	Civil Society Organization
CSW	Commercial Sex Workers
CPAP	Country Programme Action Plan
DACI	Directorate for Anticorruption Initiative
DAO	Delivering as One
DIM	Direct Implementation Modality
DP	Displaced Persons
DSS	Development Support Services
EU	European Union
EUD	European Union Delegation
FACE	Fund Authorization and Certificate of Expenditures
FAO	Food and Agriculture Organization
FSW	Female Sex Workers
GDP	Gross Domestic Product
GEF	Global Environment Facility
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
GHG	Green House Gases
GMS	General Management Support
IDU	Injecting Drug Users
IGO	International Governmental Organization
IMF	International Monetary Fund
HACT	Harmonized Approach to Cash Transfers
HDI	Human Development Index
HIV/AIDS	Human Immunodeficiency Virus / Acquired immune deficiency syndrome
HRMA	Human Resources Management Authority
LGBT	Lesbian, gay, bisexual, and transgender
MDG	Millennium Development Goals
MFAEI	Ministry of Foreign Affairs and European Integration
MOLSW	Ministry of Labor and Social Welfare
MONDEM	Montenegro Capacity Development for Safe Storage Programme
MONSTAT	Montenegro Statistical Office
MSM	Men having Sex with Men
MSME	Medium, Small and Micro Enterprises
M&E	Monitoring and Evaluation
NGO	Non Governmental Organization
NIM	National Implementation Modality
NHDR	National Human Development Report
NPAA	National Programme for Adoption of the acquis
OSCE	Organization for Security and Cooperation in Europe

PAR	Public Administration Reform
PAS	Protected Areas System
PLHIV	People Living With HIV
RAE	Roma, Ashkali, and Egyptians
RAPA	Regional Action Plan on Adaptation
RAV	Regional Assessment of Vulnerability
RES	Renewable Energy System
RLHR	Rule of Law and Human Rights
RR	Regular Resources
RRF	Results and Resources Framework
SALW	Small and Light Weapons
SBAA	Standard Basic Assistance Agreement
SEE	South East Europe
SOP	Standard of Operating Procedures
SME	Small and Medium Enterprises
SWC	Social Welfare Centre
TB	Tuberculosis
TFW	Trust Fund for Women
TRAC	Target for Resource Assignments from the Core
UN	United Nations
UNCAC	United Nations Convention against Corruption
UNDP	United Nations Development Programme
UNDG	United Nations Development Group
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNICRI	United Nations Interregional Crime and Justice Research Institute
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNWTO	United Nations World Tourism Organization
USAID	United States Agency for International Development
WHO	World Health Organization

The Framework

The Government of Montenegro and the UNDP-Montenegro are in mutual agreement to the content of this document and their responsibilities in the implementation of the country programme.

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals and the United Nations Conventions and Summits to which the Government of Montenegro and UNDP are committed, the 2012-2016 Country Programme Action Plan (CPAP) has been developed through consultation with the Government of Montenegro, national partners and the Donor Community for the betterment of the country and the lives of the people of Montenegro. It is aligned with the development of the Joint Integrated One UN Programme for Montenegro (2012-2016) and represents a further extension of the UNDP Country Programme Document for the period 2012-2016 which was approved by the UNDP Executive Board on 7th September, 2011.

Building upon the experience gained and progress made during the implementation of the previous Country Programme (2007 to 2011) and in cooperation with the Government and other development partners and UN agencies, UNDP will support Montenegro's priorities in line with the EU accession agenda (National Programme for Integration of Montenegro into the EU (2008-2012)), its fulfillment of the Millennium Development Goals (MDG), other priorities as set out in key strategic documents for Montenegro as well as the country's commitment to international conventions and summits.

Entering into a new period of cooperation, from 2012 to 2016,

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:

Basis of Relationship

The Government of Montenegro (hereinafter referred to as "the Government") and the United Nations Development Programme (hereinafter referred to as "UNDP") have entered into a basic agreement to govern UNDP's assistance to the country through the Standard Basic Assistance Agreement (SBAA) which was signed by both parties on 15th December, 2006. Based on this document, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures. In light of this decision this CPAP together with an AWP (which shall form part of this CPAP, and is incorporated herein by reference) concluded hereunder

constitute together a project document as referred to in the SBAA. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”, as such term is defined and used in the CPAP and AWP.

Part I. Introduction

1. UNDP Montenegro’s Country Programme Action Plan (2012 – 2016) involved the participation of the Government of Montenegro and directly addresses the priorities of the Government of Montenegro’s National Programme for Integration of Montenegro into the EU (2008-2012) and other key strategic priorities and international commitments. It is aligned with the development of the Joint Integrated One UN Programme for Montenegro (2012-2016) and represents a further extension of the UNDP Country Programme Document for the period 2012-2016 which was approved by the UNDP Executive Board on 7th September, 2011. The linkages with these documents are demonstrated both throughout the document and in the Results and Resources Framework (Annex 2).

Part II. Situation Analysis

2. Montenegro recorded an impressive economic growth in the years following its independence, reaching 7.5% in 2008. At the same time, as a middle-income country, Montenegro continues to face developmental challenges, particularly those of vulnerable groups and regional disparities, which were exacerbated by the global financial crisis, causing a severe economic downturn (about 6 per cent in 2009). The country experienced a slow recovery in 2010 with some 1.1% of GDP growth and is expected to grow (IMF projections) by around 2% in 2011. The poverty rate increased from 4.9 per cent in 2008 to 6.8 per cent in 2009, jeopardizing gains made towards achievement of the Millennium Development Goals.¹ While the economy is expected to pick up, issues of income poverty and inequality² remain at the centre of the human development agenda - both unemployment rate and poverty rates are twice as much higher in the North comparing to South of the country³. This largely explains the variations in HDI and related improvements across the regions and municipalities of Montenegro, being significantly lower in the North (0.789) as compared to capital Podgorica with HDI of 0.863.
3. The Roma, Ashkaelia, Egyptians (RAE) are the most vulnerable population with a poverty rate of 36%; followed by displaced persons 34%, social welfare recipients 30%; pensioners 15.7%; the long-term unemployed 12.3% and people with disabilities 11.9%. Policy and legal frameworks for gender

¹ Montenegro has achieved the Millennium Development Goals on child mortality, maternal mortality and HIV and other diseases. Work remains to be done in reducing poverty, promoting gender equality, and promoting environmental sustainability. The Millennium Development Goal targets of Montenegro are nationalized.

² The level of inequality in Montenegro increased from 6 in 2004 to 9.8 in 2008 (Decile coefficient).

³ Regional development disparities remains as one of the challenges as the poverty rate in the North of the country is estimated at 19.2%, versus 5.5 % in the south and 6.7% in the central region, respectively (source NHDR 2009). As per NHDR findings severe social exclusion of certain vulnerable groups are a cause for concern.

equality are in place; however, due to pervasive norms and attitudes, women's participation in political and economic life remains low⁴.

4. Montenegro, which enshrined the "Eco-State" concept in its Constitution, has adopted legal and policy frameworks of harmonization in line with international environmental norms and standards. Nonetheless, this sector continues to face serious challenges due to limited institutional capacities and to the need to settle on a model of sustainable growth, particularly in the coastal tourism sector. The 2010 EU Progress and Analytical report, and UNDP Capacity Assessment of the Montenegrin system for environmental protection both conclude three key challenges in this field: a) overlapping mandates, b) fragmented authorities and c) insufficient capacities that negatively impact the country's ability to comply with the EU accession process requirements as these concern environmental chapter of the acquis. In addition, even though the recent Eco-footprint report⁵ shows that Montenegro's footprint is within its bio-productive limits, Montenegro remains the most inefficient consumer of energy and most inefficient water consumer in Europe⁶. Coupled with persistent illegal deforestation and usage of space with over 100,000 illegal settlements nationwide straining the quality of service provision, the country faces significant challenges with regard to resource efficiency, which may increasingly impact its competitiveness and standard of living in addition to increased vulnerability to climate related risks. During the last decade Montenegro's records have been unprecedented in terms of meteorological events including fires, floods, hail and heat. In year 2010 alone, the country witnessed the 2 worst floods in its history, impacting over 3,000 households and 12 out of 21 municipalities. Additionally, such severe flooding drew attention to the lack of a comprehensive, functioning system of disaster risk reduction and response. The sector as a whole will require substantive support if it is to tackle the emerging priorities of climate change mitigation and adaptation and embark on a transition toward a low emissions, resource efficient economic system
5. Montenegro has made good progress, in particular in addressing the identified key priorities, and having achieved overall satisfactory results, and is now ready to open accession negotiations with the European Commission. Implementation of the Public Administration Reform Strategy needs to take due account of the need to rationalize administrative structures and strengthen administrative capacity, notably in areas related to European integration, while ensuring the financial sustainability of public administration. Since the new government has been in place, government coordination and policy making has further improved, especially in relation to the quality of consultations with the civil society. However, the overall capacity of ministries to conduct impact assessments and deliver high quality legislation is still limited. Also, the administrative capacity to coordinate European Integration process, including financial assistance, is weak and in need of further strengthening. Legislative amendments that will contribute to enhancing transparency, accountability and efficiency of the administration at the local level are still to come.

⁴ Women's political representation is currently limited to 11 per cent in Parliament; 1 (of 17) Ministers; and 1 (of 21) Mayors.

⁵ Report developed as a background document for the pan-European inter-agency report for the Rio+ conference on sustainable development in the region

⁶ The gross consumption of electricity is 8.5 times higher than the EU-15 value, with the intensity of total energy consumption 5.6 times higher than the EU; per capita usage of water is almost double the Western European standard of 150lt

6. Reforms need to continue, in particular in view of consolidating the track record in combating corruption and organized crime and ensuring full implementation of the anti-discrimination legislation. Corruption remains present in many areas and represents a serious problem affecting equal access to services as well as efficiency of their provision. Progress in the implementation of the anti-corruption strategy and action plan has been made. Strategic and legislative framework on anti-corruption has been strengthened in the key areas of political party financing, conflict of interest, incriminations, protection of whistleblowers and public procurement with the adoption of new laws or their amendments. However, implementation of the new anticorruption legislation is yet to start. The legal framework has been improved but is not completed. Further efforts are needed to align it fully with the acquis. The capacity of the Ministry of Justice to implement the existing framework for judicial cooperation in criminal matters remains to be strengthened. Implementation of the legislative framework is uneven. The judiciary faces the challenge to fully demonstrate its independence, accountability and efficiency in practice, by concrete results, including decisions on corruption cases at all levels and effective implementation of the newly adopted legislation.

7. Civil society remains relatively weak; public policy debate is dominated by a handful of vocal non-governmental organizations, while many others struggle with weak management and organizational capacities, hence failing to attract significant funding and to be heard in the public arena. The new Government has taken steps to enhance the dialogue between the Government and civil society to effectively address the human development agenda, but there is room for further improvement.



Part III. Past Cooperation and Lessons Learned

8. The 2008-2011 country programme focused on providing broad-based support to the development of legal and policy frameworks in three core areas: (a) improving the lives and level of inclusion of the vulnerable members of society; (b) enhancing democratic governance through support to strong, competent institutions; and (c) promoting environmentally friendly growth. Capacity development and gender mainstreaming were employed as strategic approaches throughout.

9. With regard to **social inclusion**, UNDP has contributed to public policy debate on key social issues and on vulnerable populations. The 2009 National Human Development Report, (which was the first-ever national analysis of social exclusion) has been used extensively by the Government for policymaking, and for the response to the European Union questionnaire on candidacy. It helped to leverage European Union funding for a large-scale initiative to enhance the social welfare system, in cooperation with UNDP, the United Nations Children’s Fund and the Ministry of Social Affairs and Labour. UNDP supported the development of the Law on Gender Equality, with which the entire

legal framework will be harmonized. The Law on Protection of Victims of Violence was adopted in 2010, also with UNDP support. As Principle Recipient for the Global Fund to Fight Aids, Tuberculosis and Malaria, UNDP implements 30 to 40 per cent of the national HIV/AIDS strategy, and is building the capacity of national partners. Partially as a result of extensive prevention and outreach activities, HIV prevalence remains below 1 per cent. UNDP has supported over 40 per cent of domicile Roma to acquire the necessary documentation to access health and other services.

10. Regarding **democratic governance**, the capacity development programme had a notable impact, as highlighted in the 2010 outcome evaluation, through its capacity assessments and policy advice to a number of Ministries and institutions including Foreign Affairs,⁷ European Integration, Justice, Directorate for Anti-Corruption. With regard to the rule of law, UNDP supported the Ministry of Justice in developing the Law on Legal Aid and the infrastructure for its implementation, promoting mediation as an alternative to court proceedings, and capacity strengthening of the judiciary to counter corruption and organized crime. UNDP supported the Ministry of Defense in demilitarization of 480 tons of surplus and obsolete ammunition and reconstruction of ammunition storage for over 600 tons of ammunition.
11. With regard to **economy and environment**, the 2009 outcome evaluation noted that UNDP had a “significant positive impact on guiding the development of Montenegro towards the ecological State/sustainable society”. UNDP, with the United Nations Industrial Development Organization, the United Nations Environment Programme, the Food and Agriculture Organization of the United Nations and the United Nations Educational, Scientific and Cultural Organization supported the Ministry of Environment and the Ministry for Economy to develop legal and policy frameworks and promote sustainable management of natural resources and protected areas. With UNDP technical support, the Government is beginning to tackle issues of climate change mitigation and adaptation through the first National Communication on Climate Change with specific focus on inter ministerial dialogue and decision making necessary to address a challenge that is multi-sectoral in nature. UNDP provided advisory services to develop the first Regional Strategy and relevant legislation seeking to reduce inequalities and promote clean growth and a green economy, particularly in the North. UNDP has also managed the subregional programme to remediate 11 environmental “hot spots” of industrial waste. The Global Compact was inaugurated with 21 companies in 2010, encouraging increased corporate social responsibility.
12. Lessons learned derive from formal outcome evaluations and from extensive consultation with partners in the Government, civil society organizations, academia, the private sector United Nations agencies and donors as part of the Delivering as One approach. These include the following:
13. (a) Capacity development interventions and support to public administration reform have been successful in helping to develop institutional and legal frameworks, and should now increasingly be

⁷ Including support to the organization of the Diplomatic Summer School for Young Diplomats, which grew from a regional into a global forum where young diplomats from around the world have a chance to exchange ideas, and build relationships and as future leaders contribute to building peace and stability.

oriented towards implementation capacities. The programme will focus on meeting the practical implementation needs of institutions; in that regard, with capacity development at the focus of UNDP intervention and partnership, our interim role in the provision of policy advice and development of capacities will be strengthened, as appropriate;

14. (b) In order to address the emerging priorities of climate risk management and disaster risk reduction, it is necessary to focus on capacity development for adaptation and mitigation, including risk assessment, monitoring and reduction of underlying risks, effective early warning systems, and building a culture of safety and resilience;
15. (c) The Delivering as One approach, in which UNDP has played an important role, has enhanced the cooperation between the United Nations and the Government, and has been particularly visible in relation to complex or sensitive issues such as Roma, internally displaced persons, and gender-based violence. These positive experiences of joint programming and speaking with “one voice” will be built on, with a view towards increased results and impact;
16. (d) Analytical support provided to the Government and civil society on the topics related to social inclusion and human development has contributed towards creating more effective social policy options, again aiming at supporting the social system reform, in line with the country’s EU accession requirements;
17. (d) Efforts to promote gender equality to date have been insufficient, as evidenced by the lack of progress on Millennium Development Goal 3. UNDP must play an increasing role in promoting the implementation of the relevant legal and policy framework, and focusing on actions to achieve that Goal;
18. (e) While the programmatic teams in the country office have seen individual successes, an increased focus on capturing interdisciplinary programmatic synergies is planned in the coming period, for example in addressing the human development dimensions of climate change;
19. (f) “East-East” cooperation has been of value over the period, and should increasingly be used to harness the experience of recent European Union members, ideally facilitated through the Bratislava Regional Centre.

Part IV. Proposed Programme

20. The United Nations Integrated Programme (2012-2016) was elaborated following a strategic retreat with the Government of Montenegro and in consultations with partners from the donor and civil society communities. The UNDP Country Programme Document for Montenegro 2012-2016 is aligned to the UN Integrated Programme and was developed and approved by the UNDP Executive Board in September 2011. It is consistent with the UNDP Strategic Plan and uses the two concepts of

human development and human security as frameworks for analyzing needs and priorities from a multi-sectoral, people-oriented and sustainable development perspective. It reflects findings from the common country assessment, and outcome and project evaluations. The key areas have been identified, with support to the government's priorities and alignment with the process of EU integration as main framework for the reforms in Montenegro. They reflect operation in areas whereby UNDP has a clear value added in building capacities and reflect the role of UNDP in a middle-income country, as a provider of quality tailor-made capacity development support and technical assistance to ensure sustainable human development.

21. The programme focuses on public administration and judiciary reform; capacity development of key Ministries and local administrations; and inclusion and protection of vulnerable populations. The country office will support the country in operationalizing the concept of Montenegro as an ecological State, with a focus on climate change, disaster risk reduction, remediation of environmental hot spots, and equitable local development.
22. UNDP has played an important role in contributing to the "Delivering as One" agenda, in partnership with the United Nations country team. UNDP will continue to chair two of the three pillars of United Nations work,⁸ and will play a pivotal role in the promotion of gender equality. New programming will engage the UNDP Bratislava Regional Centre and UNDP country offices in the region (particularly those with European Union accession experience), as well as other United Nations agencies.
23. An innovation Facility will be established to be financed through a combination of TRAC resources, development support services funds (DSS) and country co-financing cost-sharing funding⁹ in view of a) responding flexibly to emerging development needs and innovative ideas, including policy advisory support to the Government of Montenegro in key priority areas; b) testing new approaches in view of supporting large scale interventions. The Facility is expected to provide catalytical support for innovation in the country, with the participation of a wide spectrum of stakeholders to include government, academic institutions, private sector, international organizations, civil society organizations, including religious organizations. This Facility will also represent a tool to promote new thinking, modernization and testing of new approaches, both within UNDP and with the partners, enabling a gradual shift from 'project and implementation oriented' intervention towards policy advice, knowledge provision, East-East cooperation and providing space for multi-sectoral dialogue and cooperation. Through this initiative, it is expected that targeted Government and non-governmental organizations have improved capacities to manage development policies and programmes, and mobilize resources for their implementation.

⁸ This includes Democratic governance and Sustainable Economic Development and Environmental Protection – the third pillar on Social Inclusion is chaired by UNICEF

⁹ Interest earned on cost-sharing income

Social Inclusion

24. UNDP will continue to build on existing initiatives in the area of social inclusion/exclusion with the aim to supporting Goal 1 of the UN Integrated UN Programme which is towards a ***Montenegro society which is progressively free of social exclusion and enjoys a quality of life that allows all individuals and communities to develop their full potential.*** There are five main UNDP Outputs contributing towards the achievement of this goal.

Output 1: Decentralized, innovative and pro-beneficiary services provided to vulnerable/socially excluded groups by the reformed Social Welfare (SW) system

The overall objective of UNDP is to promote improved service provision, protection and empowerment of vulnerable people, and increased employment. A key intervention (in partnership with UNICEF) will focus on social welfare reform and decentralization, promoting a gradual transfer of responsibilities of the Ministry of Social Welfare and Labour to local service providers. This will be achieved through the following: a) ensuring the social security system local actors and beneficiaries' participation in policy and design, b) delivery of innovative and pro- beneficiary social security services and creating a local level system, c) innovative services introduced and the community based services increased over the institutionally provided ones and d) diversification of services providing choices for beneficiaries. In order to achieve the above goal, partnership at the local level will be developed specifically focusing on roles and responsibilities of Local authorities vis-a-vis services provision in view of strengthening the local partnerships and gradual transfer of responsibilities of MoLSW to local level which would be a key to successful reform process and achievements of EU standards in social services provision.

In addition, UNDP will continue to support the efficiency of social protection system through the following: better targeting of social transfers and social benefits redesign for more effective use of resources allocated and improved coverage of the beneficiaries; and a social protection system that is reasonable, well targeted, with minimal inclusion and exclusion errors. In addition, within the DaO framework, UNDP will work on identification of the challenges faced by most vulnerable categories of population such as Roma, displaced and refugees in search for durable solutions to address them and will continue efforts in fighting discrimination of those excluded.

Output 2: Increased usage of disaggregated socio-economic data and analysis (National Human Development Reports and National Millennium Development Goals) by the Government and NGOs

National Human Development Reports on human capital, climate change and other future topics, to be identified jointly with national partners, will seek to provide socio-economic analysis for policymaking and public debate on key developmental challenges and in monitoring Millennium Development Goal progress.

Output 3: Improved status of women reflected in personal integrity, economic advancement and political representation

In order to improve the status of women and it be reflected in personal integrity, economic advancement and increased political representation, UNDP will continue and strengthen its efforts towards contributing to the achievement of MDG 3. In particular, by strengthening capacities and provision of support to gender mechanisms for the implementation of the three specific components of the National Action Plan for Gender Equality, namely i) reducing violence against women and domestic violence; ii) political empowerment of women and iii) economic agenda for women. The key interventions will be concentrated on establishing a sustainable and efficient system for the protection of victims of domestic violence including introduction of measures to combat domestic violence, increased sensitivity in political parties and administrative authorities and support to women's entrepreneurship and employment through the development and implementation of specific measures (for instance, through support to disadvantaged women's employment, development of network of women entrepreneurs and support in establishing the development of a Fund supporting business activities of women)

Output 4: Improved prevention, care and treatment of at risk and HIV affected populations through scaled up national HIV-AIDS response.

Output 5: Reduced exclusion and human insecurity of stigmatized populations (in particular for RAE and LGBT) and resolving the legal status of displaced and domicile population through enhanced engagement of CSOs/NGOs

UNDP will (as principal recipient of GFATM) further continue to support national HIV/AIDS strategy emphasizing the importance of prevention, thus contributing towards keeping the HIV/AIDS prevalence below 1%. The intervention will concentrate on preventing HIV transmission among most-at-risk populations, strengthening of the HIV surveillance system among most-at-risk populations and efforts at developing capacities of key national health institutions in the area of research, monitoring and evaluation and on improving overall effectiveness of health system for coordinated and focused HIV/AIDS response. In addition, the intervention will also include activities on creating supportive environment for quality care and support of PLHIV both in terms of health system improvements and fight against stigma and discrimination. The key target group will be the most-at-risk populations, such as Injecting Drug Users (IDUs), Sex Workers (SWs), Men who have sex with Men (MSM), Merchant Marines, Prisoners, poor RAE youth, young people and PLHIV. Further, in the area of health, UNDP will continue to support activities on Tuberculosis control, non-communicable diseases' prevention (both through raising awareness and building capacities of health system) and on promotion of healthy life styles through the education system.

Democratic Governance

25. The Democratic Governance Cluster will be contributing to Goal 2 of the UN Integrated Programme ***“Fostering a democratic society that fully respects, protects and fulfils human rights through rule of law, government transparency and accountability”*** by focusing on legislative, institutional and administrative reform and capacity development at the central and local level in support to Montenegro in its European and Euro-Atlantic integration processes. The aim is to continue to provide quality, flexible, timely and impact oriented support that will contribute to creating strong and functional institutional framework, strengthening capacities in Montenegro to facilitate European integration process leading to improved quality of the life of citizens. There are 6 UNDP Outputs contributing to this overall Goal.

Output 6: Access to justice improved through strategic planning, functional legal aid system and wider use of mediation

Rule of Law and Human Rights Programme (RLHR) is focused on building on the close and productive partnership with the Ministry of Justice, Supreme Court, Supreme State Prosecutor’s office, Judicial Training Center, Center for Mediation, as well as international organizations¹⁰ and NGOs in the field. The Programme will continue its efforts in strengthening the capacities of the Ministry of Justice, including the strategic planning, with focus on advisory support to the formulation and implementation of the Strategy and Action Plan of Judiciary from 2012 to 2017, and donor coordination in the judicial sector as well as building of the legislative framework and capacities for the use of mediation with the aim to contribute to increasing efficiency of the court system. RLHR programme will also continue to a) supporting the establishment of a functional and effective legal aid system in Montenegro and will work on the legal empowerment issues, with focus on Northern Montenegro and b) work on strengthening the integrity of the holders of judicial position and their capability to fight corruption and organized crime through the improvement of the legislation and implementation of the Anti-corruption training programme.

Output 7: Anti-corruption efforts strengthened through improved organizational effectiveness of DACI and ability to inform policy making improved

With a view to further increase accountability, transparency and integrity among public institutions, the anti-corruption programme will support capacity development of DACI focusing on its organizational effectiveness and ability to inform policy making. Ensuring compliance with the UNCAC and other international standards and requirements will necessitate further strengthening of the legislative and institutional framework, including coordination mechanisms, evidence-based research feeding into policy making and institutional set up. UNDP’s anti-corruption programme will also further refine and strengthen the cross-cutting and sectoral approach to the anticorruption issue within the organization.

¹⁰ OSCE, American Embassy, Dutch and Norwegian Government, European Union Delegation

In addition, together with the RLHR programme, it will strengthen its engagement in regional and global programmes and initiatives including but not limited to those of the UNODC and UNICRI, among others.

Output 8: Local governments are capable to improve inter-municipal cooperation, management of human resources and to prepare and implement transparent, accountable and results oriented budgets

The local governance programme will work at the a) central level on strengthening the legal and institutional framework and developing capacities for promoting decentralization in a cost-effective manner, including inter-municipal cooperation and b) local level through supporting strengthening of municipality's organizational capacities, as well as capacities for networking, cooperation and facilitation of citizen's participation with the aim to contribute to addressing regional disparities and improving service delivery at the local level.

Output 9: Operational, management and policy-making capacities of the MFAEI are strengthened, ensuring more efficient performance, including advancement of negotiations with EU

Output 10: Government structures (including Coordination Unit, Ministry of Finance, Ministry of Interior, Human Resources Agency) capable to coordinate and implement PAR Strategy 2011-2016 in accordance with EU requirements including enhancing citizens' participation

Capacity Development Programme will build on the established partnership with the Government¹¹, Donors¹² and civil society and will focus on supporting the implementation of the Public Administration Reform Strategy through building institutional capacities for coordinating, monitoring and evaluating Strategy implementation as well as developing capacities of individual ministries to conduct capacity assessments and implement relevant capacity responses. Also, the Programme will be facilitating and supporting the process of building capacities for the negotiation process for EU accession, including establishment of the negotiation structure(s) and improvement of the knowledge and skills on chapters to be negotiated.

Output 11: Part of the remaining surplus and obsolete ammunition disposed in an environmentally safe and cost-effective manner

After the successful completion of the first phase in both demilitarization and storage facilities, MONDEM programme will focus on supporting the Ministry of Defense in ensuring the upgrade of the second designated storage facility and capacity development of the ammunition management system

¹¹ CDP has since September 2003 worked closely on developing capacities of a number of ministries including Ministry of European Integration, Ministry of Finance, Ministry of Foreign Affairs, recently with the Ministry of Spatial Planning and Environment Protection as well as with the cabinet of the Deputy Prime Minister(s).

¹² CDP has been instrumental in maintaining and strengthening the close and productive relationship with the EUD and has been assisting both the Government and UNDP in understanding, leading and supporting the European Integration process.

(including obsolete ammunition and weapons destruction). The overall objective is to secure maintenance, storage and future disposal of conventional munitions required by the security structures of the Government of Montenegro and in accordance with international standards, contributing to the successful Euro Atlantic Integration process for Montenegro. Together with the Ministry of Interior and building up on the existing partnership with OSCE and the Ministry, the focus will be on strengthening the legal framework and the capacities for the control of the Small Arms/Light Weapons (SALW) as well as contributing to increased awareness about the danger of SALW and importance of changing the attitudes of people.

Economy and Environment

26. UNDP will contribute to Goal 3 of the Integrated UN Programme for a ***“balanced and equitable regional economic growth based on sustainable planning and use of natural resources that will provide a high quality of life and long term economic opportunities for its inhabitants”***. This will be achieved through focus on developing the capacities of communities, civil society, local authorities and central government by focusing on five output areas.

Output 12: System for environmental monitoring enhanced

In line with the UNFCCC and related EU legislation, UNDP will support national partners in designing and implementing climate change mitigation measures aimed at accelerating the use of renewable clean energy, especially at the local level, carbon trading and energy efficiency, reducing emissions with focus on housing, transport and public sector, fostering climate resilient growth. In addition, it will provide support in developing a sophisticated environmental monitoring system that will track the impact of development on environmental performance, providing a corrective fact-based input for improved policy making. UNDP will support the development of a cross-sectoral governance mechanism that, building on the environmental monitoring, will develop national strategic vision for managing climate change, programs of intervention to address the major challenges, fund raising and implementation, monitoring and evaluation.

Output 13: System for entrepreneurship and green job development improved

UNDP will support national partners in establishing a system for strengthening entrepreneurial capacity building and facilitating private sector partnerships for ‘green jobs,’ rural livelihoods and development of Medium, Small and Micro Enterprises (MSME) in order to improve economic choices and achieve balanced regional growth as well as address gender specific concerns and interests. In employing the cluster approach and cooperating with UNIDO, UNESCO, UNEP and FAO, it will help strengthen competitiveness and market access of selected business clusters and networks, reduce carbon footprint of their operations, foster more equitable integration into domestic and international value/supply chains through enhanced collective efficiency and productivity and strengthen capacity of relevant

business support institutions and governmental bodies to provide required services and assistance schemes to MSMEs.

Output 14: System for sustainable management of natural resources improved

UNDP will support national partners in establishing the system for conservation and sustainable management of natural resources, effective prevention, control and reduction of environmental risks, and enhanced environmental awareness and participation. It will support national partners in increasing the territory under protection, accompanied with the legislative and institutional reform that will result in management plans in a sustainable system of financing for protected areas in line with the relevant EU and UN standards. Most directly, the reform will promote sustainable economic development on a local level through generation of green jobs, decentralized production of small scale renewable energy, and improvement of sustainable tourism services in the North. The focus on developing small scale renewable energy sources will serve a dual goal of catalyzing local economic development through providing a dependable and affordable source of clean energy and minimizing negative feedback loops where higher prices of energy lead to increased use of bio-fuels, often from areas that are under protection. Further, UNDP will provide assistance in development of world class educational programs that will position Montenegro as a regional leader in research that will feed into both a more effective policy making and growth of low impact businesses in protected areas. With the legalization of informal settlements, UNDP will work on reducing the risk of various disasters to those settlements as well as reducing their disproportionate impact on protected areas through institutionalization of payment for eco-services schemes

Output 15: Innovative CC mitigation measures implemented to reduce GHG emissions, create new jobs, and increase revenues for the local/national budget.

The process of legalizing informal settlements¹³ provide an opportunity to create synergies in the area of sustainable development and climate change- UNDP will support the development of urban plans that incorporate climate change mitigation, with specific focus on using energy efficiency practices and technologies as an incentive for formalization thereby reducing emissions, creating new jobs, catalyzing carbon- and tax- related revenues. UNDP will continue its work on supporting the Government in analyzing and adopting the most efficient approaches to developing renewable sources of energy in Montenegro with specific emphasis on small hydro power plant sector in the Northern region.

Output 16: Human insecurities relating to environmental risk and natural disasters reduced through improved management and response systems

UNDP will strengthen national and local capacities to identify and manage risks to various disasters in order to secure sustainable development and livelihoods of the citizens. In line with the National Needs

¹³ The nearly 100,000 illegal constructions in Montenegro pose a developmental challenge for Montenegro, as they often do not meet safety/seismic standards, are not captured within the taxation system, and cannot be used by their owners as collateral for access to credit.

Assessment for Disaster Risk Reduction, this work would focus on capacity strengthening on the local level to facilitate and implement preparedness plans, based on comprehensive risk assessments, that will imply a variety of structure and non-structural measures for reducing the risks to various disasters. In addition, the work would further focus on capacity strengthening on the national level to respond to and reduce risks of various disasters.

Negative impacts of the changing climate, environmental risks and protected areas in this region impact territories irrespective of administrative borders. Therefore, a cross cutting approach within this program area (in an effort to promote regional sustainable development initiatives that will facilitate EU accession process, enhance regional stability and incentivize low emissions development) will address each sub area from a regional perspective. Specifically, in cooperation with UNEP, the program will address establishment of a management system for the Dinaric Arc Mountains, developing regional eco-trails (Via Dinarica) and incentivizing local development through sustainable, culturally sensitive tourism. Similarly, UNDP will enhance regional capacities for utilizing eco system service evaluation and payment for ecosystem services as a mechanism for a more fact based, efficient management of natural resources, and fair benefit sharing.

UNDP will continue work on identification, prioritization and remediation of environmental hot spots that present obstacles for sustainable local development. It will specifically work on enhancing regional cooperation and strengthening regional capacities for financing, managing and remediating industrial, mining, and chemical legacies. In addition, UNDP will work on facilitating a regional platform for Post-Kyoto negotiating and actions, policy dialogue and implementation for early action on adaptation. A strong basis for this work would include development of Low Emissions Climate Resilient Strategy for the region, regional assessment of vulnerability (RAV) and regional action plan on Adaptation (RAPA) for SEE countries.

Part V. Partnership Strategy

27. A range of new and existing partnerships are central to the success of this Country Programme Action Plan. The goal of UNDP is to maximize the potential of partnerships concentrating on the areas where it has clear value added and competitive advantages.

28. Collaboration and coordination with other UN agencies in Montenegro will be strengthened, within the context of the 'Delivering as One', particularly with the following agencies: World Health Organization, UNICEF, UNHCR, UNIDO, FAO, UNEP, UNESCO, UNWTO and UNECE. UNDP will play an active role in coordination mechanisms related to the UN Integrated Programme, jointly with other UN agencies and government counterparts, more specifically within the framework of sector working groups established in the areas of Social Inclusion, Democratic Governance and Sustainable Economic Development and Environmental Protection (whereby UNDP chairs the latter two groups) and the Gender and Human Rights Working Group which is co-chaired by UNDP and UNHCR

respectively. Joint programming and project implementation will be pursued to achieve greater efficiency and ensure alignment with the UN Integrated Programme and work of other UN agencies, government strategic plans, as well as priorities reflected in key strategic documents of the Government of Montenegro.

29. UNDP will continue to engage in, and support, a range of donor coordination groups and meetings to ensure that country programme results continue to make a strategic contribution to national development priorities. In close cooperation with the World Bank, EU Delegation and other major multilateral and bilateral donors, UNDP will continue to advocate for, and support, greater donor and aid coordination by the Government of Montenegro, as part of its commitment to the Principles of Paris Declaration on Aid Effectiveness.
30. In programme design and implementation, UNDP will increasingly work closely with key partners. To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWP to implement programmatic initiatives. However, as necessary and appropriate, project documents would be prepared using, inter alia, the relevant text from the CPAP and AWP. UNDP will sign these project documents with partners in accordance with corporate practices and local requirements.
31. Specifically in the area of **Social Inclusion**, UNDP will continue to expand and deepen partnership with Ministry of Labour and Social Welfare, Social Welfare centers, Employment Agency, Ministry of Finance, Union of Municipalities, Local self-governments, local NGOs, and civil society, UNICEF in order to strengthen the efficiency and effectiveness of social services provision in line with EU standards. National debates will be co-facilitated with relevant Ministries (depending on the NHDR topic) and in consultations and support of local CSOs NGOs, Think tanks and Academia and UN agencies. In terms of gender equality activities, the main partners will remain to be Ministry of Human and Minority Rights - Department for Gender Equality; Ministry of Labour and Social Welfare, Ministry of Health, Police Directorate, local government, parliamentary political parties, Parliamentary Committee for Gender Equality, NGOs, Ministry of Finance, Investment Fund, Directorate for Small and Medium-sized Enterprises, Social Welfare Centres, the police and the judiciary. In the area of health, UNDP will continue to work with Ministry of Health, Institute of Public Health, Clinical centre, Network of Health Centres, Ministry of Education, Institute for Education, Centers for Voluntary Counseling and Testing, NGOs, CSOs, WHO. The issues concerning DP/refugee and Roma issues as well as other stigmatized populations (LGBT) will be dealt in partnership with Ministry of Human Rights, Ministry of Labour and Social welfare, Ministry of Interior, local NGOs/CSOs, Roma Council , UNHCR and UNICEF.
32. In the case of **Democratic Governance**, UNDP will continue strengthening the existing, well established and successful partnership with the Office of Prime Minister, Deputy Prime Minister for political systems, foreign and interior policy, Deputy Prime Minister for economy policy and financial system, Ministry of Foreign Affairs and European Integration, Ministry of Justice, Ministry of Finance, Ministry of Interior, Ministry of Defense and related specialized institutions such as

Directorate for Anticorruption Initiative, Supreme Court, State Prosecutor's office, Judicial Training center, Human Resource Management Authority, Union of municipalities and Center for Mediation. UNDP will build on excellent existing partnership with OSCE in both security (demilitarization) and judiciary related interventions, as well as with Slovak and Czech Trust Fund, building further on the results of the cooperation with the Ministry of health and WHO in relation to informal payments, as well as deepening interventions at local level with all 21 municipalities in Montenegro with focus on financial management, inter-municipal cooperation and regional development. Related to that, strengthening partnership with EUD and opening new partnerships will be important. The intention is also to strengthen partnership with civil society in promoting dialogue on key aspects of Public Administration Reform. Lastly, using Delivering as One mechanism Democratic governance cluster will continue to collaborate with relevant UN agencies on issues of access to justice, strengthening capacities for law enforcement and implementation, and anticorruption.

33. In the field of **Economy and Environment**, UNDP will continue strengthening the existing partnership with the Ministry of Economy, Ministry of Interior and Ministry for Sustainable Development and Tourism, with the related specialized institutions most notably the Agency for Environmental Protection. Further, UNDP will continue strengthening capacities on the local level in partnership with the municipalities with specific focus on disaster risk identification, prevention and response, effective management of newly established protected areas, and innovative resource efficient initiatives UNDP will seek to solidify its partnership with the GEF through design of an innovative, low carbon solutions for formalization, further its relations with USAID and the European Commission through joint collaboration on disaster risk reduction, and expand its interaction with the World Bank in the area of environmental hot spot remediation. Lastly, UNDP will continue utilizing Delivering as One mechanisms in an effort to channel specific UN expertise in the area of sustainable economic development and environmental protection toward addressing specific national priorities and positioning Montenegro as a model for a transition toward a low carbon, resource efficient economy.

Part VI. Programme Management

34. With capacity development at the focus of UNDP intervention and partnership, wherever possible, national capacity and structures will be supported, such that government can manage these structures sustainably. As the government capacity to formulate and implement development programmes in some areas is still developing, an incremental approach to execution will be used to gradually shift implementation to national counterparts (National Implementation Modality: NIM). While promoting systematic capacity development of domestic structures on all levels, UNDP will still continue implementing existing and selected future programmes directly (through Direct Implementation Modality: DIM). UNDP will therefore select appropriate implementing modalities on a scenario-by-scenario basis.

35. UNDP in Montenegro has all the requisite capacities needed for direct implementation: a thorough understanding of the country's needs and capabilities; an extensive network of local and national counterparts; a strong standing with national and international partners; and solid capacities in logistics, recruitment, procurement, financial management, and reporting. UNDP will execute all programme and project interventions on a full cost-recovery basis, and will apply its own pool of resources, as well as finances mobilized from other donors, including through increased cost-sharing with the Government of Montenegro, where relevant and needed.
36. The programme will be nationally executed under the overall coordination of the Ministry of Foreign Affairs and European Integration (Government Coordinating Agency). Government ministries, NGOs, IGOs, UN agencies including UNDP will implement the programme activities. The Government Coordinating Agency will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP assisted AWP. The AWPs describe the specific results to be achieved and will form the basic agreement between UNDP and each Implementing Partner on the use of resources. The reference to "Implementing Partner(s)" shall mean "Executing Agency (ies)" as used in the SBAA.
37. In programme design and implementation, UNDP works closely with key partners. The country programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the Integrated One UN results matrix, Delivering as One (DaO) efforts, joint monitoring and evaluation, and programme resources frameworks in the CPAP and the AWPs.
38. To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWPs to implement programmatic initiatives¹⁴. However, as necessary and appropriate, project documents would be prepared using, inter alia, the relevant text from the CPAP, and AWPs. UNDP will sign the project documents with partners in accordance with corporate practices and local requirements. In line with the UNDG Joint Programming Guidance Note, the scope of inter-agency cooperation is strengthened through joint programmes and geographical convergence.
39. All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP.
40. Cash transfers for activities detailed in AWPs can be made by UNDP using the following modalities:
1. Cash transferred directly to the Implementing Partner:

¹⁴ In some exceptional cases, it may be necessary to prepare a project document outside the CPAP. While the use of project documents outside the CPAP should be avoided, if necessary, such project documents could be prepared (for example, in crisis situations not envisaged before). In such cases, the AWP format will be used as project document ensuring that it reflects the mandatory clauses such as the legal context, management arrangements and for cash transfer.

- a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
 2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
 3. Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.
41. Cash transfers for activities detailed in AWP can be made by a UN agency using the following modalities:
1. Cash transferred to the national institution for forwarding to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement)
 2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner.
 3. Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners
- Where cash transfers are made to the [national institution] the [national institution] shall transfer such cash as soon as possible to the Implementing Partner.
42. Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.
43. Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.
44. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate.
45. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

46. Resource mobilization efforts will be intensified to support the RRF and ensure sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme.

Part VII. Monitoring and Evaluation

47. Monitoring and evaluation of the CPAP will be undertaken in line with the UNDP Evaluation Plan which is annexed to the approved CPD for Montenegro. UNDP, in partnership with the Government of Montenegro, as appropriate, will be responsible for setting up the necessary M&E tools and mechanisms to ensure continuous monitoring and evaluation of the expected results of UNDP-Government cooperation. This will ensure efficient utilization of programme resources as well as accountability, transparency and integrity. In addition, results-based monitoring applied throughout project implementation aims to focus programme activities on achievement of outcomes, rather than on production of outputs.

48. Also, a number of important surveys, studies and evaluations are included in the Integrated UN Programme Monitoring and Evaluation Plan that relate specifically to UNDP-Government cooperation¹⁵. In addition, UNDP, in collaboration with other UN agencies, will continue to support Government efforts to prepare a high quality MDG progress report, like the one developed in 2009 and printed in 2010.

49. On the basis of the Joint Annual Review and mid-term review of the Integrated UN Programme, the Government and UNDP will revisit the CPAP results and resources framework and prepare the following year's AWP. The final evaluation of the UN Integrated Programme will be conducted in 2015.

50. Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
2. Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. UNDP, in collaboration with other UN agencies, where so desired and in consultation with the coordinating Ministry, will establish an annual audit plan, giving

¹⁵ These include, inter alia, survey on Transparency of the State Administration and Annual reports on implementation of SME Development Strategy 2011-2015, UN Study on durable solution for residents of Camp Konik lead by UNDP

priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

51. To facilitate assurance activities, Implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.
52. The audits will be commissioned by UNDP and undertaken by private audit services. In the case where the government would like to participate in selecting the audit services, the Implementing Partner may select such a public accounting firm from a shortlist of accounting firms preapproved by UNDP. Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

Part VIII. Commitments of UNDP

53. UNDP will ensure coherence between the CPAP/AWP, the Integrated UN Programme Resources and Budgetary Framework and MDGs, including M & E reporting. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and Implementing Partners will be emphasized.
54. In case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the Implementing Partner in the timeframe agreed.
55. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within the agreed number of days.
56. UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.
57. Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies in accordance with the Harmonised Approach to Cash Transfers (HACT)
58. The Regular Resource (RR) allocation for the country programme for the period 2012 to 2016 is USD 2,265,000. UNDP will aim to mobilize an additional USD 27 million as non-core resources, subject to interest by funding partners. These resource allocations do not include emergency funds that may be mobilized in response to any humanitarian or crisis situation. These resource allocations will be utilized for policy advice, technical assistance, capacity building, systems development and knowledge generation and sharing.

Part IX. Commitments of the Government

59. The Government will honor its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA of December 15, 2006). The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds, and assets and to its officials and consultants. In addition the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA (or other agreement in non-SBAA countries).
60. Where there is government cost-sharing through the CPAP, the following clauses apply:
- i. The schedule of payments and UNDP bank account details.
 - ii. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the CPAP may be reduced, suspended or terminated by UNDP.
 - iii. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of CPAP delivery.
 - iv. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
 - v. All financial accounts and statements shall be expressed in United States dollars.
 - vi. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
 - vii. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [vi] above is not forthcoming from the Government or other sources, the assistance to be provided to the CPAP under this Agreement may be reduced, suspended or terminated by UNDP.

- viii. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
 - ix. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 3%. Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of executing entity or implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.
 - x. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
 - xi. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP
61. Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.
62. A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.
63. Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP's only.

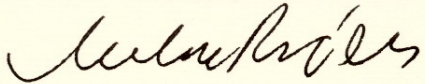
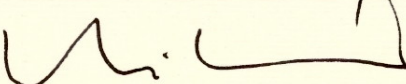
64. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.
65. In the case of international NGO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.
66. To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:
- All financial records which establish the transactional record of the cash transfers provided by UNDP;
 - All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.
67. The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore
- Receive and review the audit report issued by the auditors.
 - Provide timely statements of the acceptance or rejection of any audit recommendation to the auditors and UNDP so that the auditors can include those statements in their audit report and submit it to UNDP.
 - Undertake timely actions to address the accepted audit recommendations.
 - Report on the actions taken to implement accepted recommendations to the UNDP on a quarterly basis (or as locally agreed).

Part X. Other Provisions

68. Where a Government agency is the Implementing Partner of a particular project under this CPAP, consistent with the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, each Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.
69. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this CPAP, and its constituent AWP.
70. Each Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document (CPAP and AWP) are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under/further to each Project Document".
71. The foregoing shall also apply to Projects under this CPAP where the Implementing Partner is an Inter-governmental organization that has signed a standard basic executing agency agreement with UNDP.
72. Where UNDP or other UN Agencies serve as Implementing Partners, they shall (a) comply with the policies, procedures and practices of the United Nations safety and security management system, and (b) undertake all reasonable efforts to ensure that none of the project funds/UNDP funds received pursuant to a Project Document, are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered unto under each Project Document.
73. This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature.
74. The CPAP shall continue in force for a period of five years.
75. This CPAP supersedes any previously signed CPAP between the Government of Montenegro and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

76. IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on January 16, 2012.

For the Government of Montenegro	For the United Nations Development Programme
Signature: 	Signature: 
Name: Mr. Milan Rocen	Name: Mr. Rastislav Vrbensky
Title: Minister of Foreign Affairs and European Integration of Montenegro	Title: UNDP Resident Representative

ANNEX: results and resources framework

CPD / UN Integrated Programme Goal 1: Montenegro society is progressively free of social exclusion and enjoys a quality of life that allows all individuals and communities to develop their full potential. Relevant UNDP Strategic Plan result: Achieving the Millennium Development Goals and reducing human poverty; Gender equality and women's empowerment								
Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD	Country Programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$) ¹⁶					
			Year1	Year2	Year3	Year4	Year5	Total
<p>1. % of women in National Parliament Baseline: 11% (2009) Target 20% (2013)</p> <p>2. Human Development Index rating Baseline (2010): 0.769, ranked 49th</p> <p>3. Unemployment rate Baseline ((2010): 19.2% /MONSTAT (Montenegro Statistical Office);</p> <p>4. Gender empowerment measure Baseline (2010: 0.478)</p>	<p>Output 1: Decentralized, innovative and pro-beneficiary services provided to vulnerable/socially excluded groups by the reformed SW system</p> <p>Indicator 1.1: % of social welfare beneficiaries benefitting from new/improved, community-based services; Baseline: (Social Welfare Centre – SWC - database 2010 – three municipalities); Target: at least 10% increase (2012-5%, 2013-5%)</p> <p>Indicator 1.2: % municipalities with developed local social inclusion plans; Baseline: 0; Target 50% (11 municipalities) (2011- 3, 2012- 6, 2013 -2)</p> <p>Indicator 1.3: Standards for social services based on EU practices</p>	<p>UNDP implementation in partnership with Ministry of Labour and Social Welfare, Social Welfare centres, Employment Agency, Ministry of Finance, Union of Municipalities, Local self-governments, local NGOs, and civil society , UNICEF (DIM)</p>	Core Resources					
			151,000	151,000	151,000	151,000	151,000	755,000
			Non Core Resources					
			1,000	200	200	200	200	1,800

¹⁶ The initial allocations for both core and non-core resources are only estimates – detailed allocations will be determined in consultation with the government and other counterparts and needs based. For core resources, the initial allocation is indicative and proportionately allocated across the 5 years and are applicable for each Goal of the CPD/Integrated UN Programme – the allocation criteria may change post 2014 which may change the core allocation for Montenegro

5. HIV prevalence rate < 1% Baseline (2010)	developed Baseline: 0-No standards for provision of social services in place; Target: 2 standards developed for target groups service delivery (2011- 1, 2012 -1)								
	Output 2: Increased usage of disaggregated socio-economic data and analysis (National Human Development Reports and National Millennium Development Goals) by the Government and NGOs Indicator 2.1 : Number of new government laws and policies include disaggregated socio-economic data drawn from NHDRS and MDGRs and other UNDP studies/research. Baseline 1; Target: 3 (Including Law on Social Welfare; policy on Disaster Risk Reduction)	UNDP implementation in partnership with relevant Ministries (depending on NHDR topic), CSOs NGOs, Think tanks and Academia, UN agencies (DIM)	Core Resources						
			Non Core Resources						
			100		100			200	
	Output 3: Improved status of women reflected in personal integrity, economic advancement and political representation Indicators Indicator 3.1: No of family violence cases supported by the	UNDP implementation in partnership with Ministry of Human and Minority Rights - Department for Gender Equality; Ministry of Labour and Social Welfare,	Core Resources						
Non Core Resources									

	<p>multidisciplinary teams increased Baseline: 0; Target : at least 190 (30%) by 2013; (2011- 0, 2012- 100, 2013-190)</p> <p>Indicator 3.2: % of women in the main and executive boards of Parliament political parties ; Baseline: 12% (2009); Target : 20% (2013);</p> <p>Indicator 3.3: No. of women-led enterprises operational at the end of project (which received support from Gender Programme – TFW); Baseline: 0; Target: 20 (2013)</p>	<p>Ministry of Health, Police Directorate, local government, parliamentary political parties, Parliamentary Committee for Gender Equality, NGOs, Ministry of Finance, Investment Fund, Directorate for Small and Medium-sized Enterprises, Social Welfare Centres, the police, the judiciary (DIM)</p>	450	300	200	200	200	1,350	
	<p>Output 4: Improved prevention, care and treatment of at risk and HIV affected populations through scaled up national HIV-AIDS response.</p> <p>Indicator 4.1: Prevalence rate kept low among affected target groups (IDUs, FSW, MSM, merchant marines) Baseline: IDUs – 0.4%; FSW- 0,76%, MSM- TBD, Merchant marines –1.54% Target: IDUs <1%; FSW - <1%; MSM – <5% Merchant marines - <1%</p>	<p>UNDP implementation in partnership with Ministry of Health, Institute of Public Health, Clinical centre, Network of Health Centres, Ministry of Education, Institute for Education, Centers for Voluntary Counseling and testing, NGOs, CSOs, WHO (DIM/NIM)¹⁷</p>	Core Resources						
			Non Core Resources						
			800	600	700	600	100	2,800	

¹⁷ Under the HIV/AIDS programme, there are nine national partners (sub-recipients) which implement components of the programme through NIM. Other activities (procurement, monitoring and management) are executed through DIM.

	<p>Output 5: Reduced exclusion and human insecurity of stigmatized populations (for instance, RAE, LGBT) and resolving the legal status of displaced and domicile population through enhanced engagement of CSOs/NGOs</p> <p>5.1 Indicator: Increase in number of RAE and displaced with ID cards issued Baseline: 40% RAE and DP have legal status resolved Target: 50% with legal status resolved</p> <p>5.2. Indicator: change in perception of people</p> <p>Baseline: 0; Target: 2 'social distance' surveys</p>	<p>UNDP implementation in partnership with Ministry of Labour and Social welfare, Ministry of Interior, local NGOs/CSOs, Roma Council , Ministry of Human Rights, UNHCR, UNICEF (DIM)</p>	Core Resources					
			Non Core Resources					
			50	200	200	200	200	850
<p>CPD / UN Integrated Programme Goal 2: Fostering a democratic society that fully respects, protects and fulfils human rights through rule of law, government transparency and accountability; Relevant UNDP Strategic Plan result: Fostering Democratic Governance</p>								
Outcome Indicators, baselines, targets	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$) ¹⁸				Total	
			Year	Year	Year	Year		
<i>Transparency International Index</i>	Output 6: Access to justice improved through strategic	UNDP implementation in	Core Resources					

¹⁸ The initial allocations for both core and non-core resources are only estimates – detailed allocations will be determined in consultation with the government and other counterparts and needs based. For core resources, the initial allocation is proportionate across the 5 years – the allocation criteria may change post 2014 which may chance the core allocation for Montenegro

<p>Baseline: 2010:3.7 Target: 4.2</p> <p><i>Rate and pace of success in meeting European Union progressive benchmarks</i> Baseline: 2010 candidacy status; 7 specific benchmarks set); Target 2012: start of negotiations; 5/7 benchmarks met</p> <p><i>Public Perception on Transparency and Effectiveness of Public Administration</i> Baseline: 2010 survey baseline 6 (10 being highest) on quality of service in public administration Target: 7</p>	<p>planning, functional legal aid system and wider use of mediation</p> <p>Indicator 6.1: # of cases submitted to mediation directly and through court; Baseline: 2010; 800 cases; Annual Target: 2012; 950 cases</p> <p>Indicator 6.2: # of cases qualified for the legal aid provision; Baseline: 2011; 0; Annual Target: 2012; 400 cases per year</p> <p>Indicator 6.3: Strategy and Action Plan for the reform of judiciary (2013-2018) drafted; Baseline: 2011; Strategy and Action Plan expires by the end of 2012; Annual Target: 2012; Strategy and Action Plan for the reform of judiciary (2013-2018) drafted</p>	<p>partnership with Ministry of Justice, Center for Mediation, Legal Aid Offices (Courts where they are located) - (DIM)</p>	151,000	151,000	151,000	151,000	151,000	755,000
	Non Core Resources			300,000	300,000	300,000	300,000	300,000
	<p>Output 7: Anti-corruption efforts strengthened through improved organizational effectiveness of DACI and ability to inform policy making improved</p> <p>Indicator 7.1: No. of SoPs for business processes (including strategic planning and</p>	<p>UNDP implementation in partnership with Directorate for Anticorruption - (DIM)</p>	Core Resources					
			Non Core Resources					

	<p>performance management) formalized; Baseline: 2010: Key business processes not formalized; Annual Target: 2012; SoPs for 6 key business processes documented, approved by the head of DACI and disseminated and communicated to staff</p> <p>Indicator 7.2: Percentage of implementation of learning plan (including no. of knowledge transfer actions).; Baseline: 2010: No internal system to identify core expertise needed to effectively discharge mandated tasks, in line with strategic priorities; Annual Target: 2012 - 80% of the learning plan achieved (including trainings, mentoring, study visits and knowledge transfer actions).</p> <p>Indicator 7.3: Integrity assessments in selected sectors conducted, and linked to policy making; Baseline: 2010: 1 sectoral integrity assessment is conducted annually, with no clear mechanism of linkage to policy making; Annual Target:2013; Public Administration integrity assessment conducted</p>		200,000	200,000	200,000	200,000	200,000	1,000,000
	<p>Output 8: Local governments' are capable to improve inter-municipal cooperation, management of human resources and to prepare and</p>	<p>UNDP implementation in partnership with all 21 municipalities, Ministry of Interior,</p>	Core Resources					

	<p>implement transparent, accountable and results oriented budgets</p> <p>Indicator 8.1: number of municipalities in which strategic plans are prepared in accordance with newly adopted Government methodology; Baseline: 0; Annual Target: 2012; 2 municipalities</p> <p>Indicator 8.2: Number of municipal capital budgets prepared in accordance with developed strategic plans ; Baseline: 0; Annual Target: 2012; 2 capital budgets</p> <p>Indicator 8.3: Functional review on HR units in municipalities with recommendation prepared Baseline: 2010; Review does not exist ; Annual Target: 2012; Review completed</p> <p>Indicator 8.4: # of identified/elaborated inter-municipal cooperation projects Baseline: 0; Annual Target: 2012; 2 projects</p>	Union of Municipalities, Human Resources Management Authority - (DIM)	Non Core Resources					
			500,000	500,000	500,000	500,000	500,000	2,500,000

	<p>Output 9: Operational, management and policy-making capacities of the MFAEI are strengthened, ensuring more efficient performance, including advancement of negotiations with EU</p> <p>Indicator 9.1: National Programme for Adoption of the acquis (NPAA) developed and updated; Baseline: Strategic documents not developed /updated; Target 2012: NPAA adopted; Target 2013: NPAA updated (TBC)</p> <p>Indicator 9.2: Coordination structures for negotiation of the EU membership established and functional; Baseline: No coordination structures; Targets: 2012 Coordination structures approved by the Government; 2013: At least 40 members of the coordination structures trained on topics related to the acquis</p> <p>Indicator 9.3: Specific policies/ strategic documents for identified areas developed and implemented; Baseline: No strategic documents for the newly established MFAEI Target 2012: At least two strategic documents developed and approved (including Act on</p>	<p>UNDP implementation in partnership with MFAEI, Ministry of Finance, HRMA, Ministry of Interior - (DIM)</p>	Core Resources					
			Non Core Resources					
			300,000	300,000	300,000	300,000	300,000	1,500,000

	<p>Internal Organization of the MFAEI and Mid-term training plan); Target 2013: At least 20% of the mid-term training plan implemented (TBC); Target 2014: At least 40% of the mid-term training plan implemented</p>							
	<p>Output 10: Government structures (including Coordination Unit, Ministry of Finance, Ministry of Interior, Human Resources Agency) capable to coordinate and implement PAR Strategy 2011-2016 in accordance with EU requirements including enhancing citizens' participation</p> <p>Indicator 10.1: Coordination structure for PAR established and functional; Baseline: No coordination structure; Target 2012: Coordination structures established; 2013: Action Plan for PAR revised by coordination structure</p>	<p>UNDP implementation in partnership with Ministry of Finance, Ministry of Interior, Human Resources Agency and General Secretariat of the Government (DIM)</p>	Core Resources					
			Non Core Resources					
			300,000	300,000	300,000	300,000	300,000	1,500,000

	<p>Indicator 10.2: Citizens participated in planning and implementation of PAR; Baseline: Consultations with civil society need to be further improved (Progress Report 2011); Target 2013: At least three initiatives related to PAR directly involving citizens in its development/implementation</p>								
	<p>Output 11: Part of the remaining surplus and obsolete ammunition disposed in an environmentally safe and cost-effective manner and safe storage secured for the remaining ammunition</p> <p>Indicator 11.1 2011: Tons of ammunition disposed;Baseline: 2007 Technical Assessment found 9,900 tons of surplus ammunition, limited national capacity for safe destruction. 630 tones disposed by 2011; Target: 2012; Phase II 850 tons of ammunition safely disposed. Indicator 11.2: Ammunition Storage reconstructed; Baseline: One storage Taras fully reconstructed, Brezovik remains to be reconstructed, detailed project design for Brezovik prepared; Target: By 2016 Brezovik</p>	<p>UNDP implementation in partnership with Ministry of Defense – DIM / NIM¹⁹</p>	Core Resources						
			Non Core Resources						
			300,000	200,000	200,000	200,000	100,000	1,000,000	

¹⁹ Within the Montenegro Capacity Development for Safe Storage Programme (MONDEM), the component dealing with stockpile management is directly implemented by UNDP while the component on Small Arm Light Weapons demilitarization is implemented through the Ministry of Defence as NIM.

	reconstructed							
--	---------------	--	--	--	--	--	--	--

CPD / UN Integrated Programme Goal 3: Balanced and equitable regional economic growth based on sustainable planning and use of natural resources that will provide a high quality of life and long-term economic opportunities for its inhabitants. Related UNDP Strategic Plan focus area: Energy and environment for sustainable development; Crisis prevention and recovery								
Outcome Indicators, Baselines, Targets	Country program outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$) ²⁰					
			Year	Year	Year	Year	Year	Total
Outcome indicator: 1. Quality of life: HDI disaggregated by region (2010: North: 6.21, South: 7.6; Centre: 6.5)/ NHDR; 2. Unemployment rates disaggregated by region (North: 29.6%, South 10.3%, Centre: 18%)/MONSTAT; greenhouse gas emissions (2003: 5320.17 CO2 equivalent tonnes)	Output 12: System for environmental monitoring enhanced Baseline 1.1: systemic environmental indicators don't exist, Indicator: number of indicators Target: at least a core set of 10 indicators agreed with methodology for data sharing, calculation and analysis (DIM) Baseline12.2: reports for EU directives/UN conventions developed Indicator: number of reports; quality of reports. Target: at least 2 reports for major UN conventions and/or EU directives generated	UNDP implementation in partnership with Ministry of Sustainable Development and Tourism, Agency for Environmental Protection (DIM)	Core Resources					
			151,000	151,000	151,000	151,000	151,000	755,000
			Non Core Resources					
			361,719	346,842	270,000			978,561

²⁰ The initial allocations for both core and non-core resources are only estimates – detailed allocations will be determined in consultation with the government and other counterparts and needs based. For core resources, the initial allocation is proportionate across the 5 years– the allocation criteria may change post 2014 which may chance the core allocation for Montenegro

National Communications to UNFCCC. Related Strategic Plan focus area: Energy and environment for sustainable development; Crisis prevention and recovery	Baseline 12.3: M&E protocols for assessment of development impact on environment not available. Indicator: an M&E protocols exists. Target: M&E protocols established								
	Output 13: System for entrepreneurship and green job development improved Indicator 13.1: framework in place. Baseline: no framework for strengthening business clusters exist. Target: strategic policy framework adopted by the Government by 2013 Indicator 13.2: number of new professions Baseline: no adequate professions for outdoor tourism standardized Target: at least 2 new standards for outdoor-tourism professions adopted Indicator 13.3: number of countries Baseline: no countries officially endorsing Via Dinarica Target: at least 3 countries officially endorsing Via Dinarica.	UNDP implementation in partnership with Ministry of Sustainable Development and Tourism, Ministry of Economy, all 21 municipalities, UNESCO, UNIDO, UNEP, FAO (DIM)	Core Resources						
			Non Core Resources						
		480,000	150,000					630,000	
Output 14: System for sustainable management of natural resources improved	UNDP implementation in partnership	Core Resources							

	<p>Indicator 14.1: % increase in institutional capacities Baseline Institutional and individual capacities for NP 49% and 33% Target: institutional and individual capacity increased by 11% and 29%.</p> <p>Indicator 14.2: Ratio of finances to human resources and Operations Baseline 80% vs 20%. Target: at least 60% vs 40%</p> <p>Indicator 14.3: number of Protected Areas management education programmes Baseline no protected areas management education programs exist Target: At least 2 programs institutionalized.</p> <p>Indicator 14.4: % increase on Protected Areas financial Sustainability. Baseline: protected areas system financial sustainability 26%. Target: At least 18% increase.</p> <p>Indicator 14.5 number of new protected Areas Baseline: 46 protected areas exist. Target: at least 2 new protected areas proclaimed.</p>	<p>with Ministry of Sustainable Development and Tourism, Agency for Environmental Protection, National parks administration , institutions of higher education, UNEP, UNESCO (DIM)</p>						
			Non Core Resources					
			509,000	714,500	1,590,700	1,300,000	1,300,000	5,414,200
	<p>Output 15: Innovative climate change mitigation measures implemented to reduce green</p>	<p>UNDP implementation in</p>	Core Resources					

<p>house gas emissions, create new jobs, and increase revenues for the local/national budget.</p> <p>Indicator 15.1: #of audits and proposals , % decrease Baseline: 0 EE audits of illegal house (energy consumption on HH level- 468 kWh/m2) no guide on innovative legalization options. Target: at least 30 illegal houses in 3 pilots audited, 2 strategic proposals for incentivized legalization, 30% energy consumption on HH level decrease</p> <p>Indicator 15.2: % of decrease energy consumption in objects of cultural heritage (Kwh per m2 per year) and GHG emissions (kg of CO2 per m2 per year). Baseline: Average energy consumption in objects of cultural heritage. Target: At least 30% reduction of energy consumption and GHG emissions per m2 in objects of cultural heritage</p> <p>Indicator 15.3: 0% unemployed trained and hired for retrofit of objects of cultural heritage Baseline 4.3: None. Target: at least 5% of unemployed trained and at least 3% of unemployed hired for EE retrofits and reconstruction (at least 20% women).</p> <p>Indicator 15.4: legal system for</p>	<p>partnership with Ministry of Sustainable Development and Tourism, Agency for Environmental Protection, municipality of Cetinje, institute for protection of cultural heritage, UNESCO, UNECE (DIM)</p>						
		Non Core Resources					
		230,000	1,040,000	2,000,000	2,000,000	905,000	6,175,000

	<p>RES exists. Baseline: no systemic legal framework in place. Target: 2 new systemic laws adopted, 1 new tendering procedure developed, 2 new regulation for connection to the grid designed, 2 new regulations on financial incentives, and centralized information based available by 2013.</p> <p>Indicator 15.5: An innovative demonstration pilot project designed in the field of RES in the protected area. Baseline: no existing pilot initiatives using innovation in developing RES exist. Target: at least 1 innovative pilot initiative for developing small scale hydro power plants exists</p>								
	<p>Output 16: Human security risks from climate, industry, and environment reduced through improved management and response systems</p> <p>Indicator 16.1: Existence and quality of the technical documentation for treatment of hot spots. Baseline: No technical documentation exists. Target: Necessary technical</p>	<p>UNDP implementation in partnership with Ministry of Sustainable Development and Tourism, Ministry of Interior, municipalities, UNICEF,</p>	Core Resources						

<p>documentation available for selected priority hotspots.</p> <p>Indicator 16.1: number of hot spots treated in line with EU/International standards and best available techniques Baseline: 7 Target: at least 2 new sites</p> <p>Indicator 16.2: Existence of National Platform for Disaster Risk Reduction Baseline 5.3: No NP Target: NP established</p> <p>Indicator 16.3: # flood risk assessments and preparedness plans carried out. Baseline 5.4: No flood risk mapping and assessments exist and preparedness plans on a local level. Target: at least 12 local level flood risk assessment and preparedness plans produced</p>	<p>Hydrometeorological Institute (DIM)</p>						
		Non Core Resources					
		667,000	1,500,000	1,500,000	1,500,000	1,500,000	6,667,000

