



*Empowered lives.
Resilient nations.*

Second Consolidated Annual Progress Report on Activities Implemented under the Montenegro UN Country Fund

Report of the Administrative Agent of the Montenegro UN Country Fund
for the Period 1 January - 31 December 2011

Multi-Partner Trust Fund Office
Bureau of Management
United Nations Development Programme
<http://mptf.undp.org>

30 May 2012

Montenegro One UN Country Fund

PARTICIPATING ORGANIZATIONS



Food and Agriculture Organization (FAO)



United Nations Development Programme (UNDP)



United Nations High Commissioner for Refugees (UNHCR)



United Nations Children's Fund (UNICEF)



International Organization for Migration (IOM)



United Nations Educational, Scientific and Cultural Organization (UNESCO)



United Nations Industrial Development Organization (UNIDO)



United Nations Environment Programme (UNEP)



World Health Organization (WHO)



United Nations Economic Commission for Europe (UNECE)



United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)

CONTRIBUTING DONORS



Expanded DaO Funding Window for Achievement of the MDGs (the Netherlands, Norway, Spain and the United Kingdom/DFID)

Abbreviations and Acronyms

IOM	International Organization for Migration
FAO	Food and Agricultural Organization
JCSC	Joint Country Steering Committee
MPTF	Multi-Partner Trust Fund
MPTF Office	Multi-Partner Trust Fund Office
MOU	Memorandum of Understanding
SAA	Standard Administrative Arrangement
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNIDO	United Nations Industrial Development Organisation
WHO	World Health Organization
UNECE	United Nations Economic Commission for Europe
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women

Definitions

Allocation

Amount approved by the Joint Country Steering Committee for UN Country Fund Montenegro for a project/joint programme.

Approved Project or Joint Programme

A project/joint programme that has been approved by the Joint Country Steering Committee for UN Country Fund Montenegro for which a project or joint programme document has been subsequently signed.

Direct Costs

Costs that can be traced to or identified as part of the cost of a project in an economically feasible way.

Donor Deposit

Cash deposit received by the MPTF Office for the UN Country Fund Montenegro.

Indirect Cost

A general cost that cannot be directly related to any particular programme or activity of the Participating Organization. Under UN MPTFs, these costs amount to 7 per cent as per the UNDG agreed MPTF cost recovery.

Participating Organizations

Organizations that have signed a Memorandum of Understanding with the MPTF Office in its capacity as the Administrative Agent of the UN Country Fund Montenegro .

Project Commitment

The amount for which legally binding contracts have been signed, including multi-year commitments which may be disbursed in future years.

Project Disbursement

The amount paid to a vendor or entity for goods received, work completed, and/or services rendered (does not include unliquidated obligations).

Project Expenditure

Amount of project disbursement plus unliquidated obligations during the year.

Table of Contents

Executive Summary	5
1 Introduction	9
1.1 Governance Arrangements.....	11
1.1.1 Project Development and Approval.....	11
1.2.2 The Administrative Agent	12
2 Project Approval.....	12
2.1 The Joint Country Steering Committee (JCSC).....	12
2.2 Approved Projects.....	12
3. Overall Fund Achievements by Pillar Objective.....	14
3.1 Pillar 1: Social Inclusion.....	14
Joint Programme SI 1.2.6 “Non-communicable diseases prevention, healthy life styles and food safety – mental health and deinstitutionalization” – WHO/UNDP/UNICEF	14
Project SI 1.3.3 “Durable solution for refugees, displaced and domiciled Roma in Montenegro” – UNDP.....	17
Project SI 1.2.6 “Child protection and social inclusion” – WHO.....	18
3.2 Pillar 2: Democratic Governance.....	19
Project DG 2.2.16 “Good health system governance for equitable, effective and quality health care in Montenegro” – UNDP and WHO	19
Project DG 2.1.2 “Establishing Legal Aid System in Montenegro” – UNDP.....	21
Project DG 2.1.17 “Gender and Human Rights – 16 days against violence in family campaign” – UNDP.....	22
Project DG 2.2.18 “Strengthening the capacities of the National Mediation Centre (NMC) and promotion of alternative sanctions” – UNDP.....	22
Project DG 2.2.20 “Child Protection: Juvenile Justice System Reform” – UNICEF.....	24
3.3 Pillar 3: Sustainable Economic Development and Environmental Protection.....	26
Joint Programme SEDEP 3.3.4. “Improving the business environment through green jobs and institution building” – FAO/UNDP/UNEP/UNESCO/UNIDO.....	26
Joint Programme SEDEP 3.2.2 “DRR, Risk Management and Climate Change Adaptation” – UNDP/UNICEF/UNEP	28

4	Financial Performance.....	29
4.1	Sources, Uses and Balance of Funds	29
4.2	Donor Contributions	30
4.3	Transfer of Funds.....	30
4.3.1	Transfers by Participating Organizations	30
4.3.2	Transfers by Pillar	31
4.4	Expenditure Reported by Participating Organizations.....	31
4.4.1	Overall Expenditure and Financial Delivery Rates	31
4.4.2	Total Expenditure Reported by Category	32
4.4.3	Cumulative Expenditure by Participating UN Organization, with breakdown by Category	34
5	Transparency and Accountability.....	35
6	Conclusion.....	35

Executive Summary

1. Introduction

“Delivering as One” in Montenegro builds on the existing reform agenda set by United Nations (UN) member States that asked the UN development system to accelerate its efforts to increase the coherence and effectiveness of its operations in the field. The United Nations Country Team (UNCT) in Montenegro, together with the Government of Montenegro, agreed on the formulation of the Integrated UN Programme and Budgetary Framework 2010-2016¹ and the creation of the UN Country Fund in 2009. To further accelerate coherence, efficiency and delivery at the country level, the Delivering as One (DAO) approach calls for future un-earmarked, non-core resources to be increasingly channelled through a UN Country Fund in Montenegro. Donors may earmark funds for a specific Pillar of the Integrated UN Programme.

The **UN Country Fund Montenegro**, established in January 2010, is a pooled funding mechanism that aims to maximize the effectiveness of the UN system in Montenegro in order to ensure support for key national strategic priorities, as defined by the Integrated UN Programme and Budgetary Framework. The UN Country Fund is meant to streamline, simplify and increase the harmonization and predictability of resources.

The goal of the Integrated UN Programme for Montenegro is to enhance development by amalgamating the comparative advantages of the UN system within a single strategic programme. The Integrated UN Programme has the following **three Pillars: (1) Social Inclusion; (2) Democratic Governance; and (3) Sustainable Economic Development and Environmental Protection**. In each Pillar, the core principles of human rights, gender equality and the development of national capacity are upheld and incorporated throughout Programme implementation. The Programme also prioritises the application of socially inclusive strategies throughout programme implementation. The UN’s role in advocating for the national application of international norms, standards and actions on human rights and global issues implies a shift towards intensified efforts in policy advisory services.

Development of the Integrated UN Programme has given the UN system the unique opportunity to increase its effectiveness within the country by adopting the ‘Delivering as One’ guiding principles. This has helped expand and accelerate activities addressing the challenges of European integration and the effects of the global economic crisis.

Under the joint leadership of the Minister of Foreign Affairs and the UN Resident Coordinator, the UN Country Fund Montenegro has supported the achievement of Integrated UN Programme outcomes, channelling funds towards the existing and emerging priorities.

The Multi-Partner Trust Fund Office (MPTF Office) of the United Nations Development Programme (UNDP) serves as the Administrative Agent of the UN Country Fund Montenegro. In 2010, the Administrative Agent concluded a Memorandum of Understanding (MOU) with a total of nine United Nations (UN) Organizations (hereafter referred to as “Participating Organizations”) involved in the UN

¹ Phase I (Transition Phase) of the Integrated UN Programme and Budgetary Framework covers the period 2010-2011. Phase II of the Integrated UN Programme and Budgetary Framework covers the period 2012-2016.

Country Fund Montenegro. This number increased to 11 UN Organizations in 2011. The MPTF Office receives, administers and manages contributions from Donors, and disburses these funds to the Participating UN Organizations in accordance with the decisions of the JCSC. The Administrative Agent prepares and submits annual consolidated financial reports, as well as regular financial statements on the UN Country Fund Montenegro account to the JCSC, for transmission to donors.

This 2011 Consolidated Annual Progress Report on Activities Implemented under the Montenegro One UN Country Fund covers the period from 1 January 2011 to 31 December 2011 (with a supplementary narrative update through 29 February 2012²) and reports on the implementation of projects and joint programmes approved for funding. This report is prepared by the MPTF Office in fulfilment of the reporting requirements set out in the Standard Administrative Arrangement (SAA) concluded with the Donors. In line with the MOU, the Annual Progress Report is consolidated based on information and data contained in the individual progress reports and financial statements submitted by Participating Organizations to the MPTF Office.

The Consolidated Annual Progress Report is neither an evaluation of the UN Country Fund Montenegro nor the MPTF Office's assessment of the performance of the Participating Organizations. However, the report does provide the JCSC with a comprehensive overview of achievements and challenges associated with projects and joint programmes funded through the UN Country Fund Montenegro. The report also enables the JCSC to make strategic decisions and take corrective measures, where applicable.

2. Report Structure

This report is presented in six sections. It is consolidated based on information and data contained in individual projects and joint programmes reports submitted by Participating Organizations for the 12 projects approved for funding from the UN Country Fund Montenegro in late 2010 and in 2011.

Section one provides an overview of the UN Country Fund Montenegro and the governance arrangements for UN Country Fund Montenegro operations. Section two presents an overview of approved projects. Section three highlights project/programme-level achievements, compiled from individual annual progress reports and organized under the three Pillars of the Integrated UN Programme. Section four provides an overview of the financial performance of the UN Country Fund Montenegro. The transparency and accountability framework is outlined in section five, and the conclusion to the report is presented in section six.

3. Implementation Achievements and Challenges

The UN Country Fund Montenegro has concluded its second year of operations. Overall, it has been a successful and positive experience. Some important areas of UN development cooperation with governments have been promoted through the support of the UN Country Fund. These have included durable solutions for displaced populations, deinstitutionalization, improved health system governance, child protection systems, the stimulation of sustainable economic growth models in the north of Montenegro, disaster risk reduction, risk management, climate change and the promotion of mediation, juvenile justice and legal aid. The implementation of projects and programmes has contributed to the

² Part 2 of the Report, however, will only cover period up until 31 December 2011.

achievement of key national reform and development priorities as well as to the over-riding priority of the Montenegrin Government to join the European Union.

The support of the UN Country Fund and UNCT's policy engagement activities with national partners has been highlighted by projects and programmes focused on supporting acquiring personal documents for IDPs and domiciled Roma (at risk of statelessness), improving the business environment through green jobs and institution building as well as through assisting the country in creating and projects harmonising effective legal aid, mediation and juvenile justice systems.

Another important outcome of UNCT's policy engagement with national partners, supported by funds from the EFW, has been in the area of disaster risk reduction, risk management and climate change adaptation. Disaster risk reduction was recognized by the Government and the EU Delegation as a priority for IPA 2012/2013, where the UN was recommended as the implementing partner by the Government. The UN system supported the Ministry of Interior, Sector for Emergencies, and the municipalities in the development of 12 local flood risk assessments (these are the first flood risk assessments in Montenegro), based on which flood preparedness plans will be developed and carried out in 2012.

The governance processes of the UN Country Fund worked well, but the late release of 2011 funds and the sensitive nature of some projects led to significant delays (November) in the operationalization of UN Country Fund allocations. The implementation of most projects, which will progress throughout the year, began in January 2012. Some projects supported by the UN Country Fund were able to begin implementation in November 2011. The best implementation rates were achieved by on-going projects (that had unfunded components) and joint programmes with modest resources to deliver and clear work plans for the year. Projects and joint programmes which received funding in late 2010 and which are also part of this year's report achieved the highest completion rates and will be officially closed in the first quarter of 2012.

To date, the only resources received by the UN Country Fund Montenegro have come from the Expanded Delivering as One Funding Window (EFW). However, other donors and the Government contributed to projects/programmes that received seed money from the UN Country Fund. The Government of Montenegro contributed \$559,645 for a joint programme on green jobs. These funds are administered through the UNDP Country Office even though all attempts were made to channel them through the UN Country Fund. Since under UN Country Fund it is not possible to received contributions earmarked to specific projects/programmes, the funds were not transferred to the UN Country Fund. The major challenge ahead, therefore, is to mobilize resources from other donor sources for further financing of the Integrated UN Programme in Montenegro. This will require a concerted effort by the UN Resident Coordinator, Pillar Convenors and the Government.

4. Financial Performance

During the 2011 reporting period, the Montenegro One UN Country Fund received a total of US\$ 394,000 from the EFW. Eleven Participating Organizations have signed an MOU for the Montenegro UN Country Fund since its inception in January 2010. As of 31 December 2011, the Administrative Agent has transferred a total of US\$ 1,132,549 to seven Participating Organizations, based on the approval of the Joint Country Steering Committee (JCSC). Participating Organizations reported US\$ 976,608 million in expenditures, which represents an 86 per cent delivery rate.

This consolidated financial report covers the period 1 January to 31 December 2011 and provides financial data on progress made in the implementation of projects funded by the Montenegro UN Country Fund. It is posted on the MPTF Office GATEWAY (<http://mptf.undp.org/factsheet/fund/ME100>).

5. Accountability and Transparency

The MPTF Office GATEWAY (<http://mptf.undp.org>) serves as a knowledge platform providing real-time data from the MPTF Office accounting system on financial information on donor contributions, programme budgets and transfers to Participating Organizations. It is designed to provide transparent, accountable fund-management services to the United Nations system to enhance its coherence, effectiveness and efficiency. The MPTF Office GATEWAY includes the UN Country Fund Montenegro website (<http://mptf.undp.org/factsheet/fund/ME100>), which provides detailed information on UN Fund's operations.

The GATEWAY provides easy access to more than 8,000 reports and documents on MPTFs, joint programmes and individual programmes, with graphs and tables displaying relevant financial data. By providing users in the field with easy access to progress reports and related documents, the MPTF Office GATEWAY also facilitates knowledge sharing amongst UN agencies. The MPTF Office GATEWAY has been recognized as a standard setter by peers and partners.

6. Conclusion

The UN Fund Montenegro has concluded its second year of operations. Funds amounting to approximately US\$ 155,480 were transferred to six projects in 2011. This funding supported priority areas for UN cooperation with Government, especially in the areas of durable solutions for displaced populations, child protection and social inclusion, the promotion of legal aid, disaster risk reduction and the stimulation of sustainable economic growth in the north of Montenegro.

The overall financial delivery rate of the UN Fund Montenegro as of 31 December 2011 is 86 per cent. The second tranche of 2011 EFW funds were transferred to the UN Country Fund Montenegro in November 2011, thus the funds became operational in early 2012. The progress on the implementation of these funds will be reported in 2012. Funded joint programmes and projects achieved concrete and measurable results and merit further support in the future.

The MPTF Office envisages that this second Consolidated Annual Progress Report will provide the basis on which to better assess upcoming resource requirements and to advocate and mobilize additional funding in support of the Integrated UN Programme. It is envisaged that the Report's detailed description of progress made under projects and Joint Programmes funded through the Montenegro UN Fund and the presentation of concrete and successful results will attract additional funding, be it from the Government of Montenegro, such as in the case of green jobs joint programme, which started with funds from the Expanded Funding Window in 2010 and is still ongoing with enormous Government support or other potential donors and stakeholders. The Report will also contribute to a better understanding of the Montenegro UN Fund's role as a funding vehicle in the UN's work to support the Government in meeting its development priorities of Montenegro.

1 Introduction

As a rather new country having regained independence in 2006, Montenegro presents a unique environment where there is a true need for international and UN support of normative and capacity development. Montenegro is also a middle income country (MIC) on a path toward EU accession. The country has access to certain funds for various development priorities, but these are gradually decreasing due to regional approaches by major donors toward MICs. The Expanded Funding Window has therefore positioned the UN as a partner that supports human-rights and the development agenda at time of otherwise diminishing resources.

The year 2011 was characterised by continuous political stability under the ruling coalition, major progress toward EU integration and modest growth, estimated at 1.9 per cent. The over-arching strategic goal for the Government is Euro-Atlantic integration, particularly greater integration with the European Union. Based on the positive recommendations of the October 2011 Progress Report of the European Commission, the European Council on 9 December 2011 concluded that accession negotiations with Montenegro will start in June 2012, after the Commission assesses its progress in carrying out reforms on the rule of law, respect for fundamental rights and the repression of corruption and organised crime. In light of these positive changes, the Government appointed Montenegro's Ambassador to Brussels as the chief negotiator for EU accession talks.

The **Integrated UN Programme for Montenegro** was developed in 2010 to enhance development results and impact by bringing together the comparative advantages of the UN system within a single strategic programme. The response of the UN system will align and support the European integration and development goals of Montenegro while complementing the assistance provided by other multilateral and bilateral development partners.

The ultimate aim of the UN in Montenegro is to contribute to making a difference in the lives of all who make Montenegro their home. Through the Integrated UN Programme and in partnership with the Government and other development stakeholders in civil society and the private sector, the UN system delivers focused and value-added results in development assistance. It presents as a harmonized organization with a unity of purpose, coherence in management and efficiency in its operations. **The Programme has three strategic programme pillars: Social Inclusion, Democratic Governance, and Sustainable Economic Development and Environmental Protection (SEDEP).**

The **UN Country Fund Montenegro** was established in January 2010 to maximize the effectiveness of United Nations system in Montenegro by pooling resources into a common fund in order to ensure support for top national strategic priorities, as defined by the Integrated UN Programme for Montenegro and Budgetary Framework. Under the leadership of the Joint Country Steering Committee (JCSC), the UN Country Fund is intended to facilitate and contribute to the achievement of Integrated UN Programme Outcomes, channelling funds towards the highest national development priorities.

Members of the JCSC agreed at the meeting in June 2011 that the Expanded Delivering as One Funding Window was a good source of funding, but not the only one. Montenegro received US\$ 557,000 from the

2011 EFW, however, not all funds have been transferred to the UN Country Fund by the Headquarters. The release of the last tranche, as communicated by the Chair of the EFW Steering Committee, will be subject to satisfactory progress against the indicators and will be made in the first quarter of 2012.

Under the leadership of the JCSC, the UNCT, conveners of Pillars and line ministries pledged to work jointly on the mobilisation of additional resources for the UN Country Fund in order to cover funding gaps identified in the Integrated Budgetary Framework.

The MPTF Office of UNDP serves as the Administrative Agent (AA) of the UN Country Fund Montenegro. The MPTF Office as the Administrative Agent concluded a Memorandum of Understanding (MOU) with a total of eleven Participating Organizations for the Montenegro UN Country Fund.

This 2011 Consolidated Annual Progress Report on Activities Implemented under the UN Country Fund Montenegro covers the period from 1 January to 31 December 2011 (with supplementary updates through 29 February 2012) and reports on the implementation of projects and joint programmes that were approved for funding in early 2011, but received it late in the year. The Report is prepared by the MPTF Office in fulfilment of the reporting requirements set out in the Standard Administrative Arrangement (SAA) concluded with the Donors.

In accordance with the provisions of the MOU, the Annual Progress Report is consolidated based on information and data contained in the individual progress reports and financial statements submitted by Participating Organizations to the MPTF Office. It is neither an evaluation of the UN Country Fund Montenegro nor the MPTF Office's assessment of the performance of the Participating Organizations. However, the report does provide the JCSC with a comprehensive overview of achievements and challenges associated with projects and joint programmes funded through the UN Country Fund Montenegro, enabling it to make strategic decisions and take corrective measures, where applicable.

The Integrated UN Programme for Montenegro includes resident, regionally-based and specialized UN programmes, funds and agencies which strategically contribute to Montenegro's development priorities as outlined in the three Pillar Vision Statements.

For each of the three Pillars of the Integrated UN Programme there is a UN Pillar Working Group (composed of representatives of all relevant Participating Organizations) that is convoked by a Pillar Convenor. The Pillar Convenor is a head of organization or senior UN officer from one of the Participating Organizations, appointed by the UN Resident Coordinator in consultation with the UN Country Team. In the case of Social Inclusion, UNICEF is the Pillar Convenor, while for Democratic Governance and Sustainable Economic Development & Environmental Protection, UNDP is the Convenor. For each of the three Pillars of the Integrated UN Programme there is also a Government Sector Working Group (composed of representatives from all relevant line ministries) that is assembled by a Pillar Convener at the level of deputy ministers. In the case of Social Inclusion, the Ministry of Labour and Social Welfare is the Pillar Convenor, and for Democratic Governance it is the Ministry of Justice and Human Rights. The Sustainable Economic Development & Environmental Protection Pillar is convened by the Ministry of Sustainable Development and Tourism.

1.1 Governance Arrangements

The UN Country Fund Montenegro is governed by the JCSC. Co-chaired by the Minister of Foreign Affairs and the UN Resident Coordinator, the JCSC is composed of; (a) up to seven representatives of line ministries, with each line ministry able to designate both a senior political figure (at Deputy Minister level) and a technical adviser; (b) all members of the UNCT; and (c) donor representatives, by invitation, based on the decision of JCSC. The AA will serve as an ex-officio member of JCSC.

The JCSC was set up to ensure government commitment and leadership from the onset of the Delivering as One process. The JCSC provides overall oversight to the process of design, implementation and monitoring of the Integrated UN Programme, Results and Budgetary Framework for Montenegro. In relation to the UN Country Fund, the JCSC holds three mandatory meetings each year to; (i) review and endorse the annual work plan (UNAWP) for the Integrated UN Programme; (ii) take decisions on funding allocations to the Integrated UN Programme; and (iii) review progress in implementation of the Integrated UN Programme (Annual Review).

The Directorate for UN and Other International Organizations in the Ministry of Foreign Affairs and the Office of the UN Coordination Office acts as a Secretariat for the JCSC and supports it in preparing for and organising meetings, as well as ensuring follow-up on decisions taken by the JCSC.

1.1.1 Project Development and Approval

All Participating UN Organizations with funding gaps for projects or components of joint programmes in the Integrated UN Programme and Budgetary Framework are eligible to receive resource allocations from the UN Country Fund.

The unfunded project(s) or component(s) of joint programmes must be reflected in the Integrated UN Programme and Budgetary Framework, in the UN Annual Work Plan and Pillar Annual Work Plan or Thematic Group Annual Work Plan, and be elaborated in more detailed agency-specific project documents and work plans. The Participating UN Organization must have signed the MOU with the AA concerning the UN Country Fund.

When deciding on allocations from the UN Country Fund to Participating UN Organizations, the Steering Committee is guided by the following criteria:

- a) projects and joint programmes within the Integrated UN Programme that have funding gaps which are prioritized in the UN Annual Work Plan are considered first as well as projects which directly contribute to immediate national priorities related to the EU accession;
- b) other agency-specific projects within the Integrated UN Programme that have funding gaps are considered third, but the requesting Participating UN Organization, and its proposed implementing partners, should have the demonstrated expertise and capacity to deliver the anticipated results in a timely manner.

The three UN Pillar Convenors and their respective Pillar Working Groups are instrumental in guiding the process of preparing and screening proposals for funding that go before the Pillars and then JCSC for approval. Especially important in this process is the designated Sector Convenor for each Pillar; for Social

Inclusion, the Ministry of Labour and Social Welfare; for Democratic Governance, the Ministry of Justice and Human Rights; and for Sustainable Economic Development & Environmental Protection, the Ministry of Sustainable Development & Tourism. Detailed proposals are prepared for each project that is seeking UN Country Fund support.

1.2.2 The Administrative Agent

Participating Organizations have appointed the UNDP MPTF Office to serve as their Administrative Agent (AA) for the Montenegro UN Country Fund. The MPTF Office as AA is responsible for a range of fund management services, including: (a) receipt, administration and management of donor contributions; (b) transfer of funds approved by the Montenegro UN Country Fund's JCSC to Participating Organizations; (c) reporting on the source and use of donor contributions received; (d) synthesis and consolidation of the individual annual narrative and financial progress reports submitted by each Participating Organization for submission to donors through the JCSC; and (e) ensuring transparency and accountability of Montenegro UN Country Fund operations by making available a wide range of Montenegro UN Country Fund operational information on the UN Country Fund Montenegro web site of the MPTF Office GATEWAY at <http://mptf.undp.org/factsheet/fund/ME100>.

2 Project Approval

This section describes the timeline of when projects received funding from the UN Country Fund, as well as how much funding was allocated to each project by the JCSC.

2.1 The Joint Country Steering Committee (JCSC)

During 2011, the JCSC held two formal meetings. At the first meeting on 21 March 2011, it (a) reviewed and signed the documentation for Phase II of the Integrated UN Programme for the period 2012-2016 (Result and Budgetary Framework, Executive Summary Common Country Assessment etc.); (b) discussed a short summary of the annual review and implementation of the Integrated UN Programme with a special review of projects and programmes financed from the UN Country Fund in 2010; and (c) adopted the 2011 UN Annual Work Plan. In May 2011, the JCSC allocated US\$ 51,430 for strengthening UNCT coordination and operations capacity. At its meeting held on 24 June 2011, the JCSC approved allocations from the UN Country Fund totalling US\$ 557,000 for eight projects in three Pillars. As shown in Table 2.1, in 2011 the JCSC approved the entire amount (US\$ 551,430 excluding the AA fee) that was allocated to Country Fund Montenegro from the EFW, however, only US\$ 390,060 has been transferred to the UN Country Fund Montenegro from EFW by January 2012.

2.2 Approved Projects

In 2011, eight projects were approved by the JCSC for a total of US\$ 551,430. However, since not all funds from the 2011 EFW allocation have been released to the UN Country Fund Montenegro, only six projects received 2011 EFW funding for a total of US\$ 390,060. Besides the six projects approved in 2011, four of the projects that were approved in late 2010 are also included in this report since their implementation either began in late 2010 or was continued throughout 2011. There are also two projects from 2010 which implementation ended in 2011.

Table 2.1 JCSC Approved Projects (in US Dollars)

Project Number	Participating Organization	Funds Approved	Funds Transferred	Start Date
<i>JCSC Meeting: 8 June 2010</i>				
DG 2.2.16	UNDP	256,800	256,800	July 2010
DG 2.2.18	UNDP	107,000	107,000	Sept. 2010
DG 2.2.20	UNICEF	97,156	97,156	On-going
Sub-total for DG:		460,956	460,956	
SEDEP 3.3.4	FAO	267,500	267,500	On-going
	UNDP			
	UNEP			
	UNESCO UNIDO			
Sub-total for SEDEP:		267,500	267,500	
Direct Cost Budget Project		76,291	76,291	
<i>JCSC Meeting: 17 November 2010</i>				
SI 1.2.6	WHO	168,363	168,363	April 2011 (WHO, UNDP) On-going (UNICEF)
	UNDP			
SI 1.3.3	UNICEF			
SI 1.3.3	UNDP	80,250	80,250	April 2011
Sub-total for SI:		248,613	248,613	
2010 Total:		1,053,360	1,053,360	
<i>JCSC Meeting: 24 June 2011*</i>				
SI 1.3.3	UNDP	128,750	128,750	Nov 2010
SI 1.2.6	WHO	20,000	20,000	Jan 2012
SI 1.2.6	WHO	20,000	-	Jan 2011
	UNICEF	16,000	-	Dec 2010
	UNDP	15,000	-	Nov 2010
Sub-total for SI:		199,750	148,750	
DG 2.1.17	UNDP	20,000	20,000	Jan 2012
DG 2.1.2	UNDP	90,000	65,000	Jan 2012
Sub-total for DG:		110,000	85,000	
SEDEP 3.3.4	UNESCO	15,000	15,000	Oct 2011
	UNIDO	80,250	60,480	Oct 2011
	UNEP	15,000	15,000	Oct 2011
SEDEP 3.2.2 B	UNDP	30,000	14,400	Jan 2012
SEDEP 3.2.2 B	UNEP	30,000	-	
SEDEP 3.2.2 B	UNICEF	20,000	-	
Sub-total for SEDEP:		190,250	104,880	
Direct Costs Budget Project		51,430	51,430	Jan 2011
2011 Total:		551,430	390,060	
Grand Total:		1,604,790	1,443,420	

The transfers for funds approved by the JCSC on 24 June 2011 were made in two tranches (in October 2011 and January 2011) when the EFW funding became available for Montenegro UN Country Fund.

The following section presents a summary of key activities of: a) all 6 projects by the five Participating Organizations that received the 2011 EFW funding so far, b) 4 projects for which implementation either began in late 2010 or was continued throughout 2011, and c) 2 projects from 2010 for which implementation ended in 2011. This section contains the compilation of project achievements from the individual annual progress reports. The results are organized: (a) by Pillar Objectives and (b) by the individual Project or joint programmes.

3. Overall Fund Achievements by Pillar Objective

3.1 Pillar 1: Social Inclusion

The Social Inclusion Pillar (SI) aims to promote a Montenegrin society that is progressively free of social exclusion and enjoys a quality of life that allows all individuals and communities to reach their full potential.

Under this Pillar, one joint programme and two projects are being implemented by WHO, UNICEF and UNDP in close consultation with UNHCR.

The three outcomes for the SI Pillar are:

Outcome 1.1: Montenegro's legal framework is harmonized with EU/UN standards, and policies relevant to social inclusion are implemented and monitored.

Outcome 1.2: Social norms are changed in order to facilitate age and gender sensitive inclusive attitudes and practices towards vulnerable and excluded populations.

Outcome 1.3: Montenegro reduces disparities and gaps in access to quality health, education and social services, in line with EU/UN standards.

Joint Programme SI 1.2.6 “Non-communicable diseases prevention, healthy life styles and food safety – mental health and deinstitutionalization” – WHO/UNDP/UNICEF

The aim of this Programme is to:

- Support development of a comprehensive National Mental Health Action Plan (NMHAP) that aims at integrating present Montenegrin developments with the international standards for mental health care and aligning them with WHO recommendations, EU standards and UN conventions and protocols. Consistent implementation of the respective Action plan is to contribute to the standardization of mental health services, ensuring equity in access to quality health care services, including the strengthening of community mental health in Montenegro. This component of the Programme was carried out by WHO in close cooperation with its regional office, the Ministry of Health and mental health centres.

- Support the process of developing a Transformation Plan of the Institute “Komanski Most” (residential institution for adults with severe intellectual disability) into a Centre of Support for Adults. This component of the Programme focuses on the gradual de-institutionalization of residents either by providing families with support to enable re-integration of beneficiaries or by placing beneficiaries in family-like forms of care, such as small group homes or “accommodation with support”. A number of measures need to be undertaken to address the many current shortfalls of the Institution, including the lack of standards that define types and quality of services, the lack of capacity of staff, as well as the insufficient budget allocations for staff, services and assistance to beneficiaries and families. A communication strategy is a fundamental part of the transformation plan in order to make the public aware of the fundamental rights of persons with disabilities and to change their perceptions of the Institution as a support centre rather than a closed institution. This component of the Programme was carried out by UNDP in close consultations with UNICEF, and in close cooperation with the Ministry of Labour and Social Welfare (MLSW), Institute Komanski Most and also with persons with disabilities themselves and their families.
- Promote inclusion of children with disabilities into society. The Knowledge, Attitudes and Practice survey conducted among 1,000 citizens in all parts of Montenegro in August 2010 showed a considerable social distance towards children with disabilities. This component of the Programme is being carried out by UNICEF as part *It’s about ability* campaign and contributes to achieving Outcome 1.2 within the joint Social Inclusion programme, i.e. changing Social norms in order to facilitate age and gender sensitive inclusive attitudes and practices towards vulnerable and excluded populations. The funds from the EFW for this component were spent in 2010, however, UNICEF continues the campaign with its own funds in the amount of US\$ 446,935.



The overall Programme directly contributes toward reducing the social exclusion of persons with disabilities and improving their quality of life. This is one of the main social inclusion outcomes of the Delivering as One strategic framework with the Government, the Integrated UN Programme 2010-2016 (SI 1.2).

Achievements

The key results achieved by the overall Programme are as follows:

- The National Mental Health Action Plan (NMHAP) was developed and adopted by the National Mental Health Commission, and it will serve as a platform to raise awareness of mental health at the community level.

- The National Mental Health Action Plan (NMHAP) is promoting the principle of deinstitutionalization, and therefore it is expected that its implementation will contribute to the further development of inclusive attitudes and practices towards persons with mental health problems.

Implementation of certain segments of the NMHAP was also strengthened through activities carried out within the Programme, such as:

- Revision of the current package of services at the primary health care level;
- Drafting Guidelines for schizophrenia diagnosis and therapy;
- Drafting the proposal of amendments to the current Law on Protection of Rights of People with Mental Health.

The preparation of the draft Transformation plan was also one of the key activities of the Programme and one of the main deliverables of the consultants engaged. Prior to actual drafting of the plan, a situation analysis of the institution was undertaken. It included an institutional capacity assessment of Komanski Most; assessment of mental health needs of residents, stock and flow analysis, and expected changes in the demographics, assessment of personnel profiles and training needs as well as financial and infrastructural capacities of Komanski Most.

Following the extensive consultative process, the transformation Plan was drafted. The plan included a definition of the purpose and objectives of the transformation, expected results, activities, communication and fund-raising strategies, coordination and management, monitoring and evaluation, a timeframe and a budget.

One of the important dimensions of the Plan is its approach towards the “re-branding” of Komanski Most from a ‘residential’ institutional to a future Resource Centre.

Another achievement in 2011 was the process of capacity building for main stakeholders through a study tour to Finland. This study visit was organized with the objective of deepening the understanding of community-based services for adults with learning disabilities. The participants were introduced to a successful process of deinstitutionalization, including the transformation of institutions for people with intellectual and developmental disabilities.

Prior to training module(s) development for staff of Komanski Most, a training needs analysis was carried out based on conversations and interviews with key staff of the Komanski Most Institute. The staff was provided an overall training in rights and inclusion, as well as specific training in certain areas of every day care and support. Together with the staff, the training plan was elaborated. It encompassed two modules:

- Interdisciplinary module for all staff including: the themes on the UN Convention on Rights of People with Disabilities, definition of intellectual disability, adaptive behaviour and mental health, health, motivation and well-being in staff and professional rehabilitation on work place;

- Special modules for staff divided into two training groups on the topics of (i) behavioural disorders, challenging behaviour, and stereotypes, (ii) alternative communication, (iii) sexual education and (iv) work with persons with extensive needs in support.

The “It’s about ability” campaign was based on a KAP survey on the inclusion of children with disabilities that was conducted immediately before the campaign in August 2010. The campaign was evaluated through the KAP survey in December 2010 and another one in December 2011. Activities carried out with the EFW funds contributed to the campaign’s impact. As demonstrated by the evaluation survey from December 2011:

- 22 per cent of citizens positively changed attitudes towards children with disabilities as a result of the campaign;
- Almost one quarter of citizens (23 per cent) changed positively their behaviour towards children with disabilities.

Project SI 1.3.3 “Durable solution for refugees, displaced and domiciled Roma in Montenegro” – UNDP

The project directly contributes toward Outcome 1.3 of the Integrated UN Programme 2010-2016, the overall Social Inclusion Pillar’s goal. The project is fully in line with national priorities related to addressing the needs of the most vulnerable populations and the Results of the Study will be used in national planning documents, such as the National Action Plan for Durable Solutions for Refugees/Displaced and Roma Strategy.



Minister of Labor and Social Welfare and UNHCR representatives on info session about gaining documents

This project’s aim is to provide support for refugees, displaced and domicile Roma in Montenegro, through conducting a research study on durable solutions for some 30,000 people residing in Konik, the suburb of Podgorica. This area of the city faces challenges such as poverty, unemployment and a lack of security, infrastructure, public services, and respect for basic and human rights. The impact of this study will be seen through the enhanced dialogue among interested parties in identifying and implementing both the specific durable solutions for individuals within population groups living in the Konik area, and the mechanisms to attain the identified durable solutions for each population group, as well as in supporting the development of the entire Konik area.

The conducted study identified the priority interventions and possible durable solutions - priority actions and recommendations which once implemented could have a maximum effect.

The sectors covered by the study were:

1. Socio economic component:

- Health – collected data indicated health risks, main obstacles in accessing health services and degree of satisfaction with health protection services in this area and in general;
- Education – collected data indicated main obstacles in accessing kindergarten and school, the main challenges children encounter in education and degree of satisfaction with quality of education provided;
- Habitat (housing, environment) – the study outlined the main challenges related to housing and the immediate environment in which residents live;
- Child and Social protection – the study addressed the main child and social protection challenges encountered by residents;
- Economy (income generation, employment, entrepreneurial activity) – the study provided data on the employment and income generation patterns and main obstacles for accessing the labour market for residents.

2. Legal status component: The data collected indicated the current legal status of Konik residents (Montenegrin citizens, foreigners with permanent residence, displaced persons, internally displaced persons or persons at risk of statelessness), including their need for personal documentation to regulate their stay in the country. In order to address the issue of legal status properly, an additional questionnaire was developed and the interviews were held on an individual basis with all DP/IDP Konik residents.

The Study outlined and analyzed problems and proposed measures, with an ultimate goal of gaining consensus among key stakeholders and partners to support the implementation of identified durable solutions for the residents in Konik and to raise awareness among the population at large on issues of Konik area.



Recommendations of the study were largely used by UN Agencies, EU Delegation and Government partners in identifying the actions to be undertaken for resolving the challenges faced by the population residing in Konik area. Both parts of the study played a particularly important role in devising specific actions targeting the Konik population, such as the development of two Project fiches for Instrument for Pre-Accession (IPA) Funding (both focusing on Konik area) as well as the process of development for the Action plan for Durable Solutions for Displaced and Refugees, adopted in December 2011.

Project SI 1.2.6 “Child protection and social inclusion” – WHO

The project contributes to the overall achievement of Outcome 1.2 of the Integrated UN Programme 2010-2016.

Given the effects of family violence on children and their particular vulnerability, this project provides for a community survey of the prevalence of adverse childhood experiences to help better understand the magnitude and nature of the problem. The survey serves as a prerequisite for intensifying child maltreatment prevention, and is an epidemiological study. It is expected to reveal where and how maltreatment takes place, and to measure its consequences and costs.

Survey findings will inform the future process of developing and implementing prevention programmes addressing the underlying causes and risk factors for child abuse, which is one of the most common forms of family violence.

Since the funds became available and were transferred to WHO in late October 2011 and since WHO closed its financial transactions in early November 2011, the project became operational in 2012 and its results will be reported in 2012 annual report.

3.2 Pillar 2: Democratic Governance

The Democratic Governance Pillar (DG) aims to foster a democratic society that fully respects, protects and fulfils human rights through the rule of law, government transparency and accountability.

Under this Pillar, four Projects are being implemented by UNDP, working closely with WHO and UNICEF.

The three outcomes for DG Pillar are:

Outcome 2.1: National legislative framework is harmonized with UN, EU and CoE standards and relevant secondary legislation regulating implementation is developed.

Outcome 2.2: State and independent institutions will be equipped with increased capacity to ensure the realization and monitoring of human rights, support empowerment of women and enable equal opportunities for all inhabitants, including access to efficient service delivery through a transparent system of public administration at the national and local levels.

Outcome 2.3: Empower Civil Society and supportive institutional mechanisms to increase awareness on human rights and the benefits and obligations of participation in decision making, advocacy, demanding quality services and accountability.

Project DG 2.2.16 “Good health system governance for equitable, effective and quality health care in Montenegro” – UNDP and WHO

This project contributes to the achievement of the Outcome 2.2 of Integrated UN Programme 2010-2016. The project resulted in increased efficiency and transparency of emergency services through its provision of a municipal land ambulance emergency response service. It also strengthened accountability and integrity of this system through the collection and publication of accurate data on response times and the quality of service.

The project addresses a strategic priority for Montenegro, namely the reform of the secondary and tertiary health care systems, in order to rationalize costs, enhance effectiveness and increase transparency. The three main components of the project are:

1. Support in developing and delivering a condensed Capacity Development Program for key policy makers to strengthen their health policy planning capacity based on evidence. The Program follows a training needs assessment and identification of gaps.
2. Support the development of the Strategy for Hospital Health Care Improvement with the aim of ensuring an adequate response to the population's health needs and enabling equal access to quality health services at the secondary and tertiary level of care to all social groups regardless of their socio-economic status and geographical distribution.
3. Support the creation of an information system which would, in a user friendly manner, enable beneficiaries' access to relevant information, and thereby directly contribute towards both increased transparency in health care service provision and increased Health system accountability and integrity.

Achievements

The project has contributed towards the goal of increasing the capacities the Ministry of Health staff to carry out effective reform at the secondary and tertiary level. Capacity development activities have supported the improvement of individual capacities, while system-level activities relating to the development of the strategy addressed capacity needs at the systemic level. The Strategy which was developed with technical (expert) support of international and local consultants was discussed and adopted by the Government in July 2012.

Roundtable on Antimicrobial Resistance



One of the most significant activities carried out under Components 1 and 2 was a study visit to Estonia in late 2010. The delegation of the Ministry of Health of Montenegro, led by the Minister of Health, met the representatives of the Estonian health sector authorities and got acquainted with their experience in the reform of secondary and tertiary health care levels. Technical assistance was provided by the team of experts, which in late 2010 and 2011, visited Montenegro four times and provided their advisory services in designing the first draft of the National Strategy. Upon completion of Government's consultative process, the Strategy for Hospital Health Care Improvement was adopted in June 2011.

Component 3 required certain revisions in planned activities. The internal information system, a precondition for the development of an external information system, is not yet fully developed for secondary/tertiary level of health services and is likely to be delayed. The Ministry of Health requested UNDP to provide support in creating an information system that would enable the Emergency Medical Service Institute (EMSI) to be more effective and efficient in the provision of municipal land ambulance emergency response, and to achieve accountability and integrity of the system.

The project was able to cover costs of the system installation for the Podgorica municipality, the country's capital, where some 40 per cent of the country's population lives. A local software company had been contracted for software development and system installation in the EMSI, and by the end of 2011, the sophisticated software and vehicle tracking system was installed in the Podgorica EMSI.

The new EMSI information system will be closely monitored in order to adapt it to the needs of health professionals and patients to the greatest extent possible. A testing period, along with the implementation of possible adjustments, will be completed by June 2012.

Project DG 2.1.2 “Establishing Legal Aid System in Montenegro” – UNDP

UNDP Montenegro supported the drafting and adoption of the Law on legal aid, which was implemented as of January 2012. The project contributes directly to the achievement of Outcome 2.2 of the Integrated UN Programme. The key indicator for the project's success is the establishment of an effective and sustainable system of providing legal aid in Montenegro. It is measured through Government reports and evaluation reports.

The aim of this project is to enable an environment for better access to justice by equipping two additional offices for the provision of legal aid services (three offices have been already equipped, which amounts to



Legal Aid Office Opening

five out of fifteen offices in all courts in Montenegro). Additionally, a legal aid database will be created and will enable record keeping on legal aid cases and applicants. The obtained information will be used for statistical purposes and monitoring progress in this field during the EU accession process. Finally, training will be provided for the presidents of the courts and employees in charge of legal aid provision in order to improve the quality of these services. Special trainings will be offered to attorneys-at-law with the view of

providing legal aid to refugees. The entire process is to be accompanied by public awareness campaigns with the goal of informing potential legal aid beneficiaries of their rights and inciting them to use legal aid services to the greatest extent possible.

Achievements

The allocated funds became operational in January 2012. Therefore, the reporting period encompasses project activities implemented between January and March 2012.

The agreement was made with the Ministry of Justice and the Supreme Court of Montenegro to equip the legal aid offices in two Basic courts in Niksic and Kotor, in the central and southern part of the country. Both offices were furnished with the necessary furniture and IT equipment.

Regarding the trainings on the provision of legal aid services intended for the presidents of the courts, legal aid advisors and attorneys-at law, it was agreed with the Ministry of Justice, Judicial Training Center, representatives of courts and Bar chamber that the training would be held in the first half of 2012. Special training dealing with the access to justice for stateless persons and persons seeking asylum will be conducted in cooperation with UNHCR.

In order to address the need for a systematic handling of legal aid cases, a separate database for every Basic Court will be created as part of the project in order to support the work of the legal aid services. It was agreed that first a database will be created for the Legal Aid office in the Basic Court in Podgorica, as it is the biggest court in the country. It will serve as a pilot database that will be used to assess if improvements in the process of development, operation and maintenance are needed.

Within the scope of the project component dealing with raising public awareness and conducting an information campaign, a brochure on the provision of legal aid services was developed and published in cooperation with USAID. The brochure was distributed to all the legal aid services in every Basic Court throughout the country, making it accessible by all. The legal aid website www.pravnapomoc.me is being continuously updated with the information on project progress.

Project DG 2.1.17 “Gender and Human Rights – 16 days against violence in family campaign” – UNDP

This project focuses on designing and producing public campaign materials for communicating this year’s message on the ‘16 days against violence in family’ campaign to a wider audience, including the victims of violence and decision makers. Key messages and a campaign focus are being discussed and defined by the UN Working Group on Gender and Human Rights and the Joint Communication Team in close consultation with the Ministry of Justice and Human Rights. Funds were received in January 2012, instead of 2011, and the campaign, which is currently under development, will be carried out in the second half of 2012.

Project DG 2.2.18 “Strengthening the capacities of the National Mediation Centre (NMC) and promotion of alternative sanctions” – UNDP

This project of the DG pillar aimed to contribute to the achievement of Outcome 2.2, namely: State and independent institutions with increased capacity to ensure the realization and monitoring of human rights, support empowerment of women, enable equal opportunities for all inhabitants, including access to efficient service delivery, through a transparent system of public administration at national and local level.

The project was implemented by UNDP in cooperation with the Mediation Centre and the Ministry of Justice and Human Rights. Project work which commenced in September 2010 and finished in March 2011, achieved two, out of four expected Results, as defined in UNAWP 2010 Priorities for Expanded Funding Window (EFW):

Result 1: Law on Mediation amended and Management capacities upgraded of the Center for Mediation’s staff and the coordinators in Bijelo Polje and Kotor;

Result 2: Center for Mediation's capacities strengthened to initiate, develop and implement projects and build long-term partnerships. Firstly, as regards drafting new Law on mediation, the preparatory work has been completed through the creation of the Situation analysis on mediation in Montenegro, whose recommendations will be used by the Working group of the Ministry of Justice that is to be tasked with the Law's drafting.

In addition to funding from the UN Country Fund, the project received funds from the Government of Norway in the amount of US\$ 186,237 in September 2010. Therefore, the total amount of project funds received in 2010 was US\$ 293,237, and the implementation period for the project was extended to December 2012. The activities in 2011 and 2012 will be implemented with the funds from Norway, given that the UN Country Fund allocation to this project was almost entirely spent by the end of 2010.



Discussion on Mediation for Juveniles in Conflict

The project was included in an Outcome Evaluation of UNDP's Democratic Governance Cluster in November 2010, which states that the alternative dispute resolution mechanisms may be "seen also as an example of a good practice, based on learning from other country experiences and well integrated with other activities."

The project is also mentioned in the Commission Opinion on Montenegro's application for membership of the European Union, the section dealing with the legal system.

Achievements

Two national consultants, in accordance with the guidelines received from the Ministry of Justice of Montenegro, supported a situation analysis on the current legal framework in the field of mediation in Montenegro as well as the provision of mediation services in practice. An international consultant was subsequently engaged in order to review and complement the resulting Situation Analysis and to provide expert advice and recommendations to the Working group of the Ministry of Justice on the forthcoming process of drafting a new Law on mediation.

A public information campaign on alternative dispute resolution tools, with emphasis on the institute of mediation was initiated. This was within the scope of the first regional Conference of the Ministers of Justice on Mediation that was held on 1 December 2010. The Conference hosted representatives from Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia and Serbia. This was the first Conference of the Ministers of Justice from the region ever held in Montenegro. The Conference was jointly organized by the Ministry of Justice of Montenegro, UNDP, the Centre for Mediation and the International Finance Corporation. It was positively evaluated by all participants as a huge contribution to the further development and promotion of mediation, for which reinforcing regional cooperation is an essential precondition. A declaration on the promotion of alternative dispute resolution and cooperation in this field was adopted.

Study visits to Norway and Slovenia were organized for respectively, 24 – 28 October and 12 – 15 December, 2010. Participants visited the Centres for Mediation in the two countries, along with all the

relevant institutions dealing with alternative dispute resolution. The aims of the visits were to exchange experiences and lessons learned. The outcomes and impressions these endeavours were positive.

Expert support was provided in revising changes and amendments to the Law on enforcement of criminal sanctions. Recommendations and practical guidelines for future development and the improvement of alternative sanctions and their implementation were provided. An overview of the best practices and regional experiences regarding alternative sanctions was also provided to national institutions.



An official website of the Centre for Mediation was redesigned and made more responsive to clients' needs for the purpose of better transparency and high-quality promotion of this institute.

The project has had a significant gender dimension, especially regarding Family Law cases. In divorce cases, Family Law provides for a mandatory referral to mediation. This is of special benefit to women who are often financially worse off than men and cannot afford legal representation. It should be noted that a remaining priority for the UN is improved gender sensitivity in the implementation of Family Law. Currently, over 50 per cent of divorce cases referred to mediation are resolved. Also notable, is the soon-to-be-established database on mediation cases, which will be gender disaggregated.

Project DG 2.2.20 “Child Protection: Juvenile Justice System Reform” – UNICEF

The project contributed to the overall achievement of Outcome 2.2 of the Integrated UN Programme 2010-2016. It supported the creation of pre-conditions for effective implementation of Juvenile Justice Law which was adopted by the Parliament of Montenegro in the last quarter of 2011. Its implementation began in June 2010 and ended in December 2011.

Achievements



Institution for Juvenile Justice Offenders “Kruševac”

The project achieved a number of key results in 2011. The Juvenile Justice Law (Treatment of Juveniles in Criminal Proceedings Act) has been finalised, aligned with relevant international standards and adopted by the Parliament of Montenegro in December 2011.

Application of alternative measure/educational order of Victim/Offender Settlement has been broadly promoted through implementation of the comprehensive project on promotion of application of Victim/Offender Mediation for Juveniles in conflict with the law.

The Project was developed in cooperation with the Ministry of Justice and Montenegro's Mediation Centre and implemented in four municipalities in Montenegro, selected on the basis of the highest prevalence of juvenile crime. It achieved the following results:

- The capacities of judges and prosecutors to increase application of Victim/Offender Mediation for juveniles in conflict with the law have been increased in the 4 project municipalities selected (Bar, Bijelo Polje, Podgorica, Niksic).
- Application of Victim/Offender Mediation for Juveniles as an alternative dispute resolution method gradually increased. Sixty Victim/Offender Mediations for juveniles were conducted from the beginning of the project through the end of 2011.
- Children in conflict with the law and their rehabilitation and reintegration into society have been supported through increased use of peaceful conflict resolution techniques. One hundred children passed through V/O Mediation processes and no cases of recidivism were registered.
- Victims of crime and their rehabilitation have also been supported through increased use of peaceful conflict resolution techniques.
- In order to promote and present the important results achieved in Montenegro, one of a few countries with the best model practices in this area, a Regional Conference was held in November 2011 in Montenegro. The Conference gathered juvenile justice professionals from Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro and Serbia.

In order to enable the application of child friendly hearing procedures, audio equipment was purchased and installed to enable the one-way glass partition in the Mediation Centre's Bijelo Polje Branch Office, which is the only location in Montenegro that owns such equipment.

The Educational order of Community Based Work for Juveniles in conflict with the law has been promoted and piloting has started in two selected municipalities, Niksic and Bijelo Polje. In partnership with the Ministry of Justice of Montenegro and the Ministry of Labour and Social Welfare, a study visit was organized for professionals (judges, prosecutors and social workers) from the two selected municipalities with the aim of introducing selected professionals with Slovenian experience in implementation of educational order/alternative measure of Community Based Work for juveniles in conflict with the law. The overall objective of the study visit was to learn from the practice and experience of the Slovenian Juvenile Justice System, and to enable the exchange of experience, knowledge and lessons learned with Slovenian colleagues to foster implementation of this alternative measure. The participants used acquired knowledge and skills to support the processes of creating the necessary preconditions for implementation of the educational order of Community Based Work in their local communities, firstly by development of necessary regulations, forms and establishment of an agreement with potential organizations where proposed measure may be implemented.

The project supported the Centre for Children and Family Support-Mediation Branch Office in Bijelo Polje in the development of a Local Plan of Implementation of Community Based Work for Juveniles. The Plan defines practical implementation and aims to strengthen inter-sectoral cooperation in the implementation of community based work for juveniles among all local stakeholders, including judges, prosecutors, social workers, representatives of institutions and organizations where the measure could be implemented.

3.3 Pillar 3: Sustainable Economic Development and Environmental Protection

The Sustainable Economic Development & Environmental Protection Pillar (SEDEP) aims to promote a Montenegrin society that translates its Constitutional commitment to the concept of an 'ecological state' into practice through achieving balanced and equitable regional economic growth based on the sustainable planning and use of natural resources that will provide a high quality of life and long-term economic opportunities for its inhabitants.

Under this Pillar, two joint programmes are being implemented by FAO, UNDP, UNEP, UNESCO and UNIDO.

The three outcomes for Pillar 3 are:

Outcome 3.1: Climate change adaptation and mitigation measures are designed and implemented to accelerate the use of renewable, clean energy, carbon trading and energy efficiency, thereby achieving low carbon emissions, climate resilient growth and better management of human health impacts.

Outcome 3.2: Established system for conservation and sustainable management of natural resources, effective prevention, control and reduction of environmental risks, and enhanced environmental awareness and participation by children, young people and adults.

Outcome 3.3: Established 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.

Joint Programme SEDEP 3.3.4. "Improving the business environment through green jobs and institution building" – FAO/UNDP/UNEP/UNESCO/UNIDO

In 2009, five UN agencies developed a Joint Programme focused on mitigating the impacts of the economic crisis in Montenegro by focusing on the creation of 'green jobs' in the most under-developed Northern region of the country. The Programme targeted five municipalities around Durmitor National Park, a UNESCO world heritage site (Phase I). The awareness raising, research and capacity building activities carried out within the framework of this project have contributed to the following results: (i) cluster development was included as an integral component in the recently published Regional Development Strategy of Montenegro; and (ii) the Ministry of Finance (MOF) circulated a communiqué to all other relevant Ministries highlighting the importance to work jointly towards a strategy for fostering the creation of sustainable business clusters throughout the entire country. The Ministry of Economy has taken the lead in elaborating this strategy and has requested the support of the UN. The purpose of this joint programme is to strengthen the competitiveness and market access of selected clusters and networks in the Northern region of Montenegro. In this context, it will foster a more equitable integration of small and medium scale businesses in that region into domestic and international value and supply chains through enhanced dynamism, collective efficiency, productivity and viable business partnerships with private sector investors.

Achievements

In terms of activities carried out in 2011, preparatory work and the launching of the business clusters began, including the mapping of clusters in all municipalities/regions in Montenegro³. Local experts received training on the monitoring of cluster development initiatives, which includes the selection of appropriate indicators, the application of the general cluster causal chain to a particular target cluster and collecting a baseline and tracking progress. For the pilot clusters, the diagnostic study reports will provide information for the baseline, against which any development or improvements will be checked over time in each cluster.

An overview of business clusters in Montenegro and an analysis of the business environment and competitiveness disaggregated by region were produced. All business clusters in Montenegro with criteria for the selection of priority clusters were mapped and a cluster map for all three regions was created. Detailed analysis of major challenges and problems in the identified clusters in the Northern and other two regions, based on the mapping and diagnostics studies were also developed.

Workshops at local and national levels were organized to verify, in a consultative process, the findings of the mapping. These workshops were also used to conduct eight diagnostic studies and to rank and prioritize the identified clusters as well as to assess capacities and draft additional seven diagnostic studies.



In January 2012, the round table entitled ‘Development of business clusters aimed at strengthening competitiveness and balanced regional development’ was organised. In February 2012, a ‘Ranking Workshop’ was organised to present the cluster approach and the roadmap for the development of the Strategy for Sustainable Economic Growth in Montenegro through the Introduction of Clusters. Sixteen diagnostic studies have been produced. Test intervention in three pilot clusters, which have been identified through diagnostic studies, was done in order to define an approach for further work and monitoring, as well as an evaluation plan at the cluster level. The work on the Strategy was carried out by UNIDO with the support from UNDP.

A consulting company was contracted to provide technical support to the organization of a training course on education on world heritage branding and management for national and local stakeholders, for Cluster Development Agents and for the staff of relevant business support institutions. The training will be conducted in March 2012.

As a long-term goal, activities have been undertaken to support better mechanisms for management and more efficient governance structures to coordinate sustainable development and environmental protection.

³ With the exception of the municipalities of Šavnik, Mojkovac, Pljevlja, Žabljak and Plužine.

Round table on Strategy Business Clusters



In this regard, UNESCO has been working on establishing a local and national platform, which is successfully growing from an initial informal management body into a formal entity.

The capacity of local support institutions and government to initiate and implement cluster development initiatives with a special consideration of the particularities of World Heritage sites has been supported by UNIDO, UNDP, and UNESCO. It has been enhanced by a study tour to UNESCO

designated sites in Italy and Austria where local stakeholders have been introduced to joint planning and actions and development initiatives on the ground. In addition, a capacity building training and coaching session for the national and local stakeholders on the topic of World Heritage and Tourism is under development. It is meant to cultivate concrete action plans for improving socio economic and environmental conditions in the Durmitor area.

A Policy Retreat will take place at the end of March where all stakeholders will review the work conducted thus far, including various diagnostic studies, analysis, proposed next steps and the Action Plan. Participants will also to provide final comments on the Strategy, the adoption of which is expected in April 2012.

Joint Programme SEDEP 3.2.2 “DRR, Risk Management and Climate Change Adaptation” – UNDP/UNICEF/UNEP

This joint programme is being implemented by UNDP, UNICEF and UNEP. UNDP focuses on local level preparedness, UNICEF on mainstreaming DRR in the education system and increasing capacities for preparedness at the school-level, and UNEP on assessing trans-boundary vulnerabilities of the Skadar Lake. The programme contributes to Outcome 3.2 of the Integrated UN Programme 2010-2016.

The first tranche of funding for the project was received in January 2012 and activities have only just commenced. Because the agencies agreed that the first tranche (USD\$ 14,400) would be allocated for the start of the UNDP component on the local level preparedness planning, activities have been limited. UNICEF and UNEP are expected to receive funding with the third tranche of 2011 EFW funds, as does the UNDP in terms of the reminder.

The outputs of the programme are:

Outcome 3.2.1: To reduce the risk of disasters and minimize the extent of disaster-related damages and losses on a local level in 12 out of 21 municipalities through development and implementation of flood preparedness plans, including flood risk assessments that use the best available international practices and technologies and streamline DRR in the education sector.

Outcome 3.2.2: To develop mechanisms for real-time, evidence-based preparedness planning that is in line with the best international practices and uses the best available technologies.

4 Financial Performance

As of 31 December 2011, the Montenegro One UN Country Fund received deposits of US\$ 1.46 million, and transferred US\$ 1.13 million to Participating Organizations. Participating Organizations' cumulative expenditures were US\$ 0.98 million, which represents 86 per cent delivery. The balance of funds with the Administrative Agent as of 31 December 2011 was US\$ 192,417, whereas the balance of funds with Participating Organizations was US\$ 155,941.

4.1 Sources, Uses and Balance of Funds

Table 1 provides an overview of the overall sources, uses and balance of the One UN Country Fund Montenegro as of 31 December 2011. In 2011, a total amount of US\$ 0.39 million was received from the Expanded Delivering as One (DAO) Funding Window⁴ and US\$ 155,480 was transferred to the Participating Organizations for approved projects and joint programmes, and US\$51,430 was transferred as Direct Cost for strengthening the UNCT coordination and operations capacity.

Table 1: Financial Overview for the period ending 31 December 2011 (in US Dollars)

	Prior Years as of 31 Dec 2010	Current Year Jan-Dec 2011	TOTAL
Sources of Funds			
Gross Donor Contributions	1,064,000	394,000	1,458,000
Fund Earned Interest Income	4,020	752	4,772
Interest Income received from Participating Organizations	-	4,500	4,500
Total: Sources of Funds	1,068,020	399,252	1,467,272
Use of Funds			
Transfer to Participating Organizations	977,069	155,480	1,132,549
Refunds received from Participating Organizations	-	-	-
Net Funded Amount to Participating Organizations	977,069	155,480	1,132,549
Administrative Agent Fees	10,640	3,940	14,580
Direct Costs	76,291	51,430	127,721
Bank Charges	-	5	5
Other Expenditures	-	-	-
Total: Uses of Funds	1,064,000	210,855	1,274,855
Balance of Funds Available with Administrative Agent	4,020	188,397	192,417
Net Funded Amount to Participating Organizations	977,069	155,480	1,132,549
Participating Organizations' Expenditure	441,782	534,826	976,608
Balance of Funds with Participating Organizations	535,287	(379,346)	155,941

Apart from donor contributions, the Montenegro One UN Country Fund also receives funds from the interest earned income. The two sources of interest income are: (1) Interest earned by the MPTF Office on the balance of funds with the Administrative Agent's (Fund) account; and (2) Interest Income from the Participating Organizations, which is the amount earned by the Participating Organizations on the

⁴ The Expanded DAO Funding Window for Achievement of the Millennium Development Goals (EFW) is a global funding facility established to support Delivering as One countries. Current donors to the EFW are the Netherlands, Norway, Spain and the United Kingdom.

undisbursed balance of the Montenegro One UN Country Fund funds. By the end of 2011, the interest earned income amounted to US\$ 9,272.

The Administrative Agent fee is charged at a standard rate of one per cent on deposits, amounting to US\$ 3,940 in 2011. The AA fee clearly does not cover the cost of the MPTF Office's AA services which poses a challenge for the continued provision of standard services.

The Direct Costs in 2011 amounted to US\$ 51,430, which was approved by the JCSC for strengthening UNCT coordination and operations capacity. The cumulative Direct Costs total US\$ 127,721.

4.2 Donor Contributions

The One UN Country Fund Montenegro is being financed by the Expanded DAO Funding Window. Total contribution received as of 31 December 2011 is US\$ 1.46 million.

Table 2: Donor Deposits (in US Dollars)

Donor	Prior Years as of 31 Dec 2010	Current Year Jan-Dec 2011	TOTAL
Expanded DaO Funding Window	1,064,000	394,000	1,458,000
Total	1,064,000	394,000	1,458,000

4.3 Transfer of Funds

With the overall aim of facilitating the realization of the Montenegro Integrated One UN Programme outcomes and channelling funds toward emerging priorities, transfers are made to the three Pillars of the Fund: (1) Social Inclusion; (2) Democratic Governance; and (3) Sustainable Economic Development & Environmental Protection.

4.3.1 Transfers by Participating Organizations

Eleven Participating Organizations have signed the MOU for the One UN Country Fund Montenegro since its inception on January 2010. As of 31 December 2011, the Administrative Agent based on the approval of the Joint Country Steering Committee (JCSC), has transferred to seven Participating Organizations a total of US\$ 1.13 million. The distribution of approved funding, consolidated by Participating Organization is summarized in Table 3.

Table 3: Transfers by Participating Organization (in US Dollars)

Participating Organization	Prior Years as of 31 Dec 2010		Current Year Jan-Dec 2011		TOTAL	
	Approved Amount	Transferred Amount	Approved Amount	Transferred Amount	Approved Amount	Transferred Amount
FAO	53,500	53,500	-	-	53,500	53,500
UNDP	564,263	564,263	75,000	75,000	639,263	639,263
UNEP	53,500	53,500	15,000	15,000	68,500	68,500
UNESCO	53,500	53,500	15,000	15,000	68,500	68,500
UNICEF	107,856	107,856	-	-	107,856	107,856
UNIDO	53,500	53,500	30,480	30,480	83,980	83,980
WHO	90,950	90,950	20,000	20,000	110,950	110,950
Total	977,069	977,069	155,480	155,480	1,132,549	1,132,549

4.3.2 Transfers by Pillar

The One UN Country Fund Montenegro has the following three pillars: Social Inclusion; Democratic Governance; Sustainable Economic Development and Environmental Protection. Table 4 below shows the approved and transferred amounts by Pillar.

Table 4: Transfers by Pillar (in US Dollars)

Pillar	Transferred Amount	Number of Projects
Democratic Governance	460,956	5
Sustainable Economic Development & Environmental Protection	327,980	2
Social Inclusion	343,613	2
Total	1,132,549	9

The Pillars were funded in cumulative terms as follows: Democratic Governance (US\$ 0.46 million), US\$ Sustainable Economic Development and Environmental Protection (US\$ 0.33 million), and Social Inclusion (US\$ 0.34 million).

4.4 Expenditure Reported by Participating Organizations

Project expenditures are incurred and monitored by each Participating Organization and are reported as per the six categories for inter-agency harmonized reporting of expenditure approved by the UN Development Group (UNDG) organizations. The reported expenditures were submitted to the MPTF Office by the Participating Organizations via the UNEX, the MPTF Office's reporting tool. The expenditure data has been posted on the [MPTF Office GATEWAY](#) and can be found in Tables 5-8.

4.4.1 Overall Expenditure and Financial Delivery Rates

Table 5 below displays transferred amounts and expenditures of the One UN Country Fund Montenegro and presents the financial delivery rates by Pillar. In 2011, the transferred amount to Participating

Organizations was US\$ 0.16 million and the reported expenditure amounted to US\$ 0.53 million. The cumulative delivery rate of the One UN Country Fund as of 31 December 2011 is 86 per cent, which is an indicator of the Fund's solid performance in 2011.

Table 5: Financial Overview with breakdown by Pillar (in US Dollars)

Pillar	Prior Years as of 31 Dec 2010		Current Year Jan-Dec 2011		TOTAL		Delivery (%)
	Transferred Amount	Expenditure	Transferred Amount	Expenditure	Transferred Amount	Expenditure	
Democratic Governance	460,956	222,936	-	230,158	460,956	453,094	98
Sustainable Econ Dev & Env. Protection	267,500	218,846	60,480	74,587	327,980	293,433	89
Social Inclusion	248,613	-	95,000	230,081	343,613	230,081	67
Total	977,069	441,782	155,480	534,826	1,132,549	976,608	86

The Pillar that reported the highest expenditure in 2011 was the Democratic Governance Pillar with US\$ 230,158 expended followed by the Social Inclusion Pillar with US\$ 230,081 and the Sustainable Economic Development and Environmental Protection Pillar with US\$ 74,587.

4.4.2 Total Expenditure Reported by Category

Table 6 shows the Fund's expenditure by the six UNDG approved categories. The largest categories of expenditure were: Personnel (53 per cent) and Contracts (32 per cent).

Table 6: Total Expenditure by Category (in US Dollars)

Category	Expenditure			% of Total Programme Costs
	Prior Years as of 31 Dec 2010	Current Year Jan-Dec 2011	Total	
Supplies, Commodities, Equipment and Transport	8,764	42,908	51,672	5.66
Personnel	286,631	197,408	484,040	53.03
Training of Counterparts	5,200	11,347	16,547	1.81
Contracts	89,082	199,546	288,628	31.62
Other Direct Costs	23,284	48,658	71,942	7.88
Programme Costs Total	412,961	499,867	912,829	100.00
Indirect Support Costs	28,821	34,958	63,779	6.99
Total	441,782	534,826	976,608	

The indirect support costs represent 6.99 per cent of the total programme costs, which is within the 7 per cent rate specified in the One UN Country Fund Montenegro Memorandum of Understanding and the Standard Administrative Arrangement.

Table 7 provides the transfers and expenditure information for each joint programme and project funded by the One UN Country Fund Montenegro.

Table 7: Funded Projects and Joint Programmes by Pillar (in US Dollars) from the establishment of the UN Country Fund in Montenegro

Pillar / Project No. and Title/	Participating Organization	Total Approved Amount	Transferred Amount	Total Expenditure	Delivery Rate (%)
Democratic Governance					
00075496 Health System	UNDP	256,800	256,800	248,949	96.94
00075497 Strengthening capacities NMC	UNDP	107,000	107,000	106,987	99.99
00075503 Child Protection	UNICEF	97,156	97,156	97,158	100.00
00080993 Legal Aid Proj	UNDP	65,000	-	-	0.00
00080994 Gender & Human	UNDP	20,000	-	-	0.00
Democratic Governance Total		545,956	460,956	453,094	98.29
Environmental Sustainability and Economic Development					
00075509 Green Jobs & Institution Building	FAO	53,500	53,500	51,719	96.67
	UNDP	53,500	53,500	53,483	99.97
	UNEP	68,500	68,500	48,043	70.14
	UNESCO	68,500	68,500	60,845	88.82
	UNIDO	113,980	83,980	79,343	94.48
00080995 Disaster Risk	UNDP	14,400	-	-	0.00
Environmental Sustainability Total		372,380	327,980	293,433	89.47
Social Inclusion					
00076863 Mental health & deinstitutionalization	UNDP	66,713	66,713	52,187	78.23
	UNICEF	10,700	10,700	10,321	96.46
	WHO	110,950	110,950	86,969	78.39
00076864 Refugees, displaced and domiciled Roma	UNDP	209,000	155,250	80,604	51.92
Social Inclusion Total		397,363	343,613	230,081	66.96
Grand Total		1,315,699	1,132,549	976,608	86.23

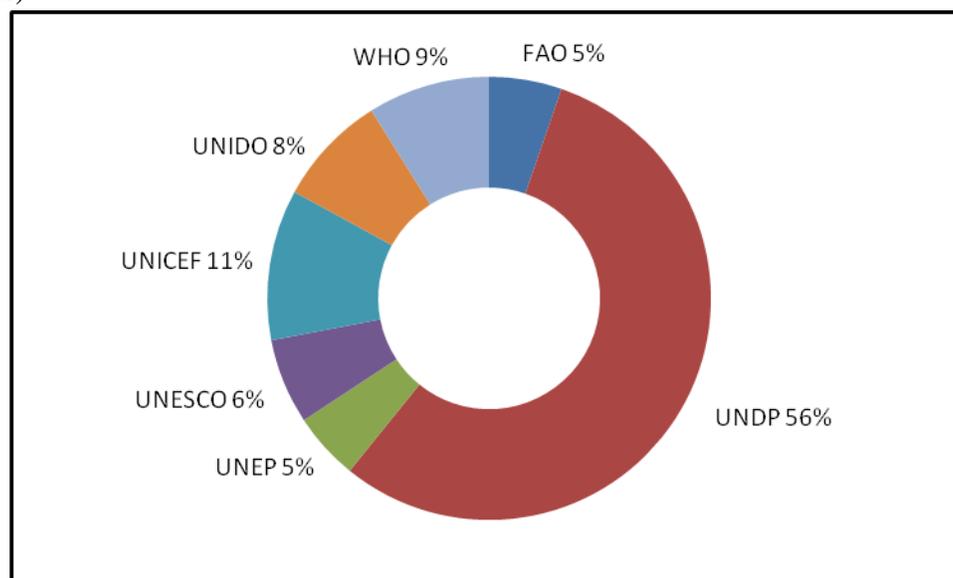
4.4.3 Cumulative Expenditure by Participating UN Organization, with breakdown by Category

Cumulative Expenditure reported by Participating Organization are shown in Table 8.

Table 8: Total Expenditure by Participating Organization, with breakdown by Category, as of 31 December 2011 (in US Dollars)

Partic. Orgs	Net Funded Amount	Total Expenditure	Expenditure by Category							% of Programme Costs
			Suppl, Equip & Transp	Personnel	Train of Countp	Contr	Other Direct Costs	Total Progr Costs	Indirect Support Costs	
FAO	53,500	51,719	-	35,527	-	10,000	2,844	48,371	3,348	6.92
UNDP	639,263	542,209	46,065	289,399	2,890	122,025	46,436	506,814	35,396	6.98
UNEP	68,500	48,043	-	44,900	-	-	-	44,900	3,143	7.00
UNESCO	68,500	60,845	1,821	46,859	6,992	-	1,192	56,865	3,981	7.00
UNICEF	107,856	107,480	3,786	49,912	4,155	25,999	16,597	100,448	7,031	7.00
UNIDO	83,980	79,343	-	17,443	2,510	54,199	-	74,152	5,191	7.00
WHO	110,950	86,969	-	-	-	76,405	4,874	81,279	5,690	7.00
Total	1,132,549	976,608	51,672	484,040	16,547	288,628	71,942	912,829	63,779	6.99

Figure 1: Cumulative expenditure by Participating Organization as of 31 December 2011 (in percentages)



As shown in Figure 1, UNDP reported the highest amount of expenditure among Participating UN Organizations in the Montenegro One UN Country Fund, amounting to 56 per cent of the total reported expenditure, followed by UNICEF (11 per cent), WHO (9 per cent), UNIDO (8 per cent), UNESCO (6 per cent), UNEP (5 per cent) and FAO (5 per cent).

5 Transparency and Accountability

The MPTF Office GATEWAY (<http://mptf.undp.org>) has been further enhanced and continues to serve as a knowledge platform providing real-time data, with a maximum two-hour delay, on financial information from the MPTF Office accounting system on donor contributions, programme budgets and transfers to Participating UN Organizations. All narrative reports are published on the MPTF Office GATEWAY, which provides easy access to over 8,000 relevant reports and documents, with tools and tables displaying financial and programme data. By providing easy access to the growing number of progress reports and related documents uploaded by users in the field, the site facilitates knowledge sharing and management among UN Organizations. It is designed to provide transparent, accountable fund-management services to the UN system to enhance its coherence, effectiveness and efficiency. The MPTF Office GATEWAY has been recognized as a 'standard setter' by peers and partners.

Details of the Montenegro One UN Country Fund projects and joint programmes are posted on the webpage of the Montenegro UN Country Fund of the MPTF Office GATEWAY (<http://mptf.undp.org/factsheet/fund/ME100>).

6 Conclusion

This is the Second Consolidated Annual Progress Report on Activities Implemented under the UN Country Fund Montenegro. It covers the progress of implementation of nine funded projects and joint programmes, all of which address national priority areas and thus areas of UN cooperation with the Government.

In 2011, the Montenegro One UN Country Fund received a total allocation of US\$ 557,000 from the EFW, but only US\$ 394,000 of EFW funding has been transferred to the UN Country Fund Montenegro by January 2012. Eleven Participating Organizations signed an MOU for the Montenegro UN Country Fund since its establishment in January 2010. As of 31 December 2011, the Administrative Agent has transferred a total of US\$ 1.13 million to seven Participating Organizations.

Considerable progress was made in 2011 by Participating Organizations to collectively achieve concrete and measurable results in all three pillars of the Integrated UN Programme addressing national priorities.

The resources deposited by the EFW in the Montenegro UN Country Fund account were fully programmed by the Steering Committee. It is clear that there is need for additional funding commitments to assist the UN System to continue its cooperation in areas including economic empowerment and provision of social services for I/DPs and domicile Roma, deinstitutionalization, the promotion of legal aid and juvenile justice, disaster risk management, youth employment and the stimulation of sustainable economic growth in the north of Montenegro.

Additional donor funding would support local and national authorities and ensure little or no interruption to the critical support that the UN provides in these priority areas. Since a number of Participating

Organizations have either formulated or are ready to formulate next steps for these on-going projects and sub-programmes, replenishment of the Montenegro UN County Fund remains vital to advancing its objectives. The MPTF Office envisages that the Annual Progress Reports will give the JCSC the basis to better assess resource requirements and to advocate for and mobilise additional funding.