

5 September 2014

**Evaluation Report for the Justice for Children
(IPA 2011) Project
Annexes**

UNICEF Montenegro

5 September 2014



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**Final Evaluation of the Project
“Justice for Children” (IPA 2011)**

1. Context

Since becoming an independent State in 2006, Montenegro has officially joined the international community and in doing so a new blueprint has emerged for nation building. On 28 June 2006, it became the 192nd Member State of the United Nations, and on 11 May 2007, the 47th Member State of the Council of Europe. Montenegro presented its official application for membership of the European Union in December 2008 and two years later it became a candidate country for EU membership. Like its neighbouring countries, it has a rich cultural heritage, a diverse history and is well poised to enjoy integration with the European community.

Montenegro belongs to a group of upper Middle Income Countries with GDP per capita EUR 5,063 in 2012. Montenegro experienced rapid economic growth ranging between 8.6-10.7 percent of GDP in 2006 and 2007 respectively. However, as a result of the global economic crisis that hit the country in the second half of 2008, the real GDP growth rate saw a steep decline. After slow and modest economic recovery in the period 2010-2011, Montenegrin economy returned to recession in 2012 with -2.5% real growth rate of GDP (Monstat, 2013). According to the latest estimates, the real growth rate of GDP in 2013 will be positive but modest (1.8%) (World Bank, December 2013).

The global economic crisis hit the economy of Montenegro hard having prolonged negative impact on well-being of citizens. The economic recession resulted in further increase of poverty rate in the country from 9.3% in 2011 to 11.3% in 2012. There are also significant spatial disparities in terms of poverty that represent serious impediment to the fulfilment of human and child rights. In 2012, poverty rate in the northern region was 18.3%, which was much higher than in the central region (7.9%) and southern region (9%) (Monstat, 2013). According to the Child Poverty Study in Montenegro (UNICEF, 2012), child poverty is concentrated in rural areas and in the north of the country with more than 3/4 of all poor children living in rural areas, and more than half of them living in the north of the country.

In 2007 the country has embarked upon an ambitious legal and judicial reform programme in line with its international obligations and aspirations to meet the Copenhagen Criteria. In a very short period of

time, Montenegro acceded to most international treaties and conventions, started upgrading its legislation and establishing an institutional human rights protection framework¹.

In the previous years considerable progress has been made and strong political commitment achieved in the reform of the country's judicial system and juvenile justice as an integral component. The Government of Montenegro started the process of a comprehensive reform of the Juvenile Justice System with a project that initiated the reform entitled "Children's Chance for Change" (2004), implemented by the Ministry of Justice of Montenegro and the Ministry of Labor and Social Welfare with technical assistance from UNICEF and financial support of the Swedish International Development Agency (SIDA).

In the period from October 2008 to April 2010, the Government of Montenegro ensured continuation of the reform process with UNICEF technical assistance and financial assistance from the European Union (IPA 2007). Through the implementation of this initiative a significant progress was made in a short period: new body of legislation has been developed; an important capacity building programme reached over 200 professional from all sectors, including judges, prosecutors, social workers, correctional and police officers who were trained in international standards on protection and treatment of children in conflict with the law. The preventive work of the Centre for Social Work was strengthened through provision of comprehensive education on family counselling targeting children and families at risk and important support was provided to the Centre for Children and Family "Ljubovic" for development of child rights based programmes, training of the staff and equipping. Assistance was also provided for the implementation of alternatives to criminal prosecution and deprivation of liberty (diversion measures), first of all Victim/Offender Mediation and Community Based Work for Juveniles in Conflict with the Law.

One of the major achievements of the reform process is the adoption of a specialized legislation in Juvenile Justice (Act on Treatment of Juveniles in Criminal Proceedings) adopted by the Parliament of Montenegro in December 2011. By adopting specialized legislation in Juvenile Justice Montenegro made a major step forward towards harmonizing legislation and practice in this area with respective international standards.

The new legislation calls for the respect for children's rights, treatment of juveniles with due care, prohibition of discrimination, respect for the right of juveniles to freely express their opinion and consideration of the best interest of the child as the one of the pivotal principles of UN CRC and respective European regulations.

¹ Council of Europe: Commissioner for Human Rights, *Report by the Commissioner for Human Rights, Mr Thomas Hammarberg, on his visit to Montenegro, 2-6 June 2008*, 8 October 2008, p.5; CommDH(2008)25, available at: <http://www.unhcr.org/refworld/docid/48ecd3192.html>[accessed on²²January 2010].

The new legislation has prescribed specialization for police officers, judges, prosecutors and defense counsels dealing with juveniles as mandatory, which is seen as a crucial point for the successful implementation of a specialized juvenile justice system.

Despite positive results, further efforts are required both in the area of the justice and child and social welfare system in order to ensure long-lasting and sustainable solutions in the area of juvenile justice and facilitate effective implementation of the new legislation.

2. Project to be evaluated: “Justice for Children” (IPA 2011)

With the aim to ensure the continuation of the reform and keep the momentum, Government of Montenegro (the Ministry of Justice – MoJ and the Ministry of Labour and Social Welfare – MoLSW) engaged in the implementation of the “Justice for Children” Project with the support of UNICEF Montenegro and with the financial assistance of the European Union. The total budget is 550,000.00 EUR of which EU contribution amounts to 500,000 EUR while the remaining amount is UNICEF’s contribution.

The project was originally designed to be implemented over an 18 month period (9th July 2012 – 9th January 2014), but officially extended in November 2013 for additional 6 months (non-cost extension, with end date 9th July 2014). Namely, the Contribution Agreement “Justice for Children” between the European Union and UNICEF was signed on July 9, 2012, yet, actual implementation of the project started on 1 November 2013 due to administrative procedures. Since J4C Project was planned to be implemented in the period of 18 months (July 2012 –January 2014), the project partners have agreed to request a non-cost extension of the Justice for Children Reform Initiative equivalent to the above elaborated delay in the start of project implementation (4 months) plus 2 additional months needed for the optimal completion of planned activities (6 months in total).

The project aims to contribute to improvement of the skills and knowledge of professionals working directly with children in conflict with the law, children demonstrating anti-social behaviour and children victims and witnesses of crime, as well as by contributing to the further specification of the necessary legislative and regulatory framework (through development of secondary legislation) and to support the implementation of diversions to criminal prosecution and deprivation of liberty through application of diversion measures and procedures in order to allow full implementation of the new Treatment of Juveniles in Criminal Proceedings Act.

The overall objective of the Justice for Children Project is: Children benefit from full application of international norms and standards when they come into contact with justice and related systems as alleged offenders, victims and witnesses of crime or for other reasons where judicial, state administrative or non-state adjudication is needed.

Specific objectives of the project components are as follows:

Specific objective1: To improve the rights, status and treatment of children in conflict with law and introduce child friendly hearing procedure for children victims and witnesses of crime disabilities and visual impairments, children with hearing and speech impairments, and children with behavior problems).

Specific objective 2: To increase application of prevention programmes, alternative procedures and measures, as well as rehabilitation and reintegration programmes for juveniles, which adopt a child rights-based, restorative justice approach.

The project is aligned with international as well as national human rights norms and standards and it supports reforms in the areas of:

Project component 1: Policy and Legislative Reform -The Treatment of Juveniles in Criminal Proceedings Act, aligned with international standards for the treatment of children in conflict with the law and children victims and witnesses of crime, has been adopted by the Parliament of Montenegro in December 2011. In order to ensure that the law is quickly implemented and that professionals working with juveniles in conflict with the law and children victims and witnesses of crime are able to utilise the provisions it contains on the use of non-custodial measures, alternative measures and individualised working methods a variety of secondary legislation and administrative orders will need to be developed by the relevant ministries and professional bodies. Additionally, whilst progress has been made in Montenegro in terms of gathering and analysing data on juvenile justice issues, policy making is still hindered by a lack of clear, accessible and reliable data in line with international standards, and much work remains to be done on enhancing state actors capacity to gather, collate and interpret this data.

Project component 2: Institutional and administrative capacity for the implementation of the Treatment of Juveniles in Criminal Proceedings Act - In the proposed action, UNICEF aims to build upon the existing knowledge base on Juvenile Justice issues amongst professionals by selecting groups of individuals within the police, judiciary, prosecution and bar service, as well as social workers and selected NGO partners, to provide more skills based training focusing not just on increasing professional's knowledge of the new Treatment of Juveniles in Criminal Proceedings Act, but on child-sensitive communication skills, individualized working methods with child offenders, and particular skills and methods relevant to each of the professional groups. In line with the new legislation the Action foreseen capacity building of professionals to apply international standards and norms in work with children victims and witnesses of crime and provision of needed equipment and training to Montenegro`s judiciary for application of a child friendly hearing procedures.

Project component 3: Public Awareness on juvenile justice matters - This component will aim to ensure increased child participation in promotion of the rights of children in conflict with the law which will influence increased public awareness through active participation of boys and girls in conflict with the law in sport, educational and cultural activities which will be broadly promoted.

Right holders of the Project are boys and girls demonstrating anti-social behavior, boys and girls in conflict with the law, boys and girls victims and witnesses of crime.

The Project was managed by the Steering Committee composed of representatives of the EU delegation, the Ministry of Justice, the Ministry of Labour and Social Welfare, UNICEF and other institutions and organizations as required.

Project Implementation Unit was based in UNICEF and had a task to ensure efficiency and expertise in operational management of the project. Additional J4C consultant was engaged on full-time basis for the whole duration of the project and seconded to the Ministry of Justice with the aim of ensuring better coordination between the Ministry and the Project Implementation Unit.

LogFrame and the Theory of Change for the overall project which will be covered by this final evaluation can be accessed here:



J4C Logical
framework.doc



Theory of
Change.J4C.Final.doc

With the aim of fine-tuning the LogFrame indicators and improving the evaluability of the overall project, additional set of indicators at the level of outputs, outcomes and impact level was defined to accompany the Project's Theory of Change. Nonetheless, the targets for and baseline information on the existing Project LogFrame indicators are available, too.

3. Rationale for the Final Evaluation

In compliance with EU grant expectations, the project proposal envisaged an external, final evaluation before the end of the project. In practice, the evaluation will inform discussions among the key stakeholders on future areas of action. This final evaluation will be organized in consultations with the Project Steering Committee in the last quarter of the project.

The knowledge generated by the evaluation should be used by:

- the MoJ and MoLSW as an important source of information for the further policy work and programming - more specifically to further strengthen implementation of the new legislation in the area of juvenile justice;
- Independent oversight bodies and NGOs representing vulnerable groups to further strengthen their monitoring and advocacy efforts;
- EU Delegation and project partners to discuss potential future support for further reform efforts;
- UNICEF - for future programming and support to advancing the rights of children when they come into contact with the justice system or related systems.

The recommendations will help the UNICEF to ensure provision of the most efficient and effective assistance and will support MoJ and MoLSW in defining the future direction of the juvenile justice reform process in Montenegro.

4. Objectives of the Evaluation

The main immediate purpose of this final, summative evaluation is to, as defined by the project document itself, evaluate the final (end) results and achievements of the project in relation to the project log frame and theory of change.

More specifically, the evaluation objectives are to:

1. Provide feedback to EU delegation, UNICEF Montenegro office, MoJ and MoLSW, as well as other relevant counterparts and stakeholders, on the soundness (defined as relevance, effectiveness, efficiency, sustainability) and impact of the Project approach in strengthening the capacities of the justice and social and child welfare system in applying international norms and standards when children come into contact with justice and related systems as alleged offenders, victims and witnesses of crime or for other reasons where judicial, state administrative or non-state adjudication is needed, with the aim to:
 - a. Reveal good practices and gaps in approaches,
 - b. Evaluate Project Impact following Project Plan, Project Logframe and Description of the Action.
2. Based on the experience from the Project implementation to extract general lessons learned and recommendations aimed at further enhancement of the juvenile justice system reform.

5. Scope of the Final Evaluation

The project evaluation should cover the entire project implementation period (July 2012 – July 2014) at both national and local levels and all project components, following the way how the project has been conceptualized. Given that the evaluation itself is expected to be completed by the end of June 2014, it must be noted that by that time majority of the project implementation activities will have been completed and can be covered by the evaluation.

Project monitoring data as well as other data sources that should inform the evaluation are listed within the section 7. Methodology and will enable systematic assessment of the project achievements.

The Project Summary is portrayed through the Theory of Change Table (attached above). This Theory of Change Table should be used as the main Reference point – together with the Description of Action (DoA) and Log-frame, because it captures the activities undertaken, the expected changes they were to produce and the intended impact, described also through clearly outlined baselines and targets. This table therefore, represents the Guiding light for conducting the Evaluation.

Limitations

There are no major limitations anticipated in relation to this evaluation, especially given the high level of commitment of the national and local stakeholders to the reform of the Juvenile Justice System and their willingness to cooperate, as well as considering the high reliability and accessibility of existing data sources.

However the following needs to be pointed out:

- a) Noting that the evaluation will take place during the last three months of the project implementation period, there might be some limitations with regards to evaluating the impact of the Project and finding the supporting evidence at that point of time. In addition, provided that the project focuses on the reform of the juvenile justice and related systems and that high portion of its interventions are at the system level, their impact is expected to become visible only in a longer term. Therefore, where possible and based on the available evidence, the evaluation will identify impact level contributions of the project. Where not possible, the evaluation will seek to find early evidence of the project having contributed to its intended impact or assess the likelihood of the project achieving impact level contributions.
- b) The evaluation will seek to acquire opinion of specific target groups of vulnerable boys and girls and their families (children in conflict with the law, children at risk) on their experience when coming into contact with the criminal justice system or social welfare system. Potential obstacle/limitation in this regard may be lack of willingness of the target groups to cooperate. To overcome this obstacle, the assistance will be sought from the professionals from the Centres for Social Work in contacting and organising consultation/focus groups with children-at-risk and children in conflict with the law and their families and in ensuring that children's rights are observed and their privacy protected. Special measures will be put in place to ensure that the evaluation process is ethical and that participants in the evaluation process can openly express their opinion (as indicated below in the section no. 8).
- c) This evaluation will not directly involve children witnesses and victims of crime, given the sensitivity of the issue and in order to avoid possible secondary victimization. Instead, opinions will be sought from professionals working with this group of boys and girls.
- d) One of limitations to the evaluation may relate to the issue of gender and under-represented groups of children. Due to the lack of disaggregated data in relation to gender and socio-economic and ethnic background of the target boys and girls, the evaluators may encounter problems when trying to address these equity specific issues. The project recognized this obstacle and addressed it through efforts to develop new set of indicators (gender-sensitive and equity focused) to be incorporated into the Judicial Information system (PRIS). This kind of data may only become available from 2014 onwards.

6. Final Evaluation Questions

The focus of the evaluation is articulated under 5 main evaluation criteria, each accompanied with guiding questions for the evaluation. These are not exhaustive and should be clarified at the start of the work when developing the evaluation framework:

Assessing relevance/ To what extent is the Project responding to the needs of stakeholders and beneficiaries?

- To what extent does the Project address and respond to the needs of the most vulnerable target groups?
- To what extent is the Project design relevant vis-à-vis the overall Project goal and the achievement of its objectives in the given period of time?
- To what extent are the Project design and its objectives relevant vis-à-vis national policies and strategies in the area of juvenile justice?
- Was the Project designed according to international norms and agreements on Human Rights (HR) and Gender Equality (GE) and in line with national strategies to advance HR & GE?
- To what extent does the project design reflect lessons learned from past similar programmes and evaluations in the area of juvenile justice?
- How relevant for the reform of the juvenile justice system are project strategies and approaches (provision of technical expertise for development of legislation, policies, programmes and strategies; capacity development of JJ related professionals and NGO sector, partnership building, etc.)?

Assessing effectiveness/ To what extent does the Project meet the outcomes as defined by the Project log-frame and the Theory of change?

- To what extent have the planned results been achieved to date (quantitative and qualitative) according to the Project LogFrame and Theory of Change?
- To what extent has the project contributed to the creation of a coherent legislative and policy framework (bylaws to the new Act on treatment of Juveniles in Criminal Proceedings, standards for treatment of juveniles in conflict with the law, victims and witnesses of crime, monitoring framework, etc.)?
- To what extent has the project contributed to strengthening of capacities of JJ professionals for implementation of diversion measures and establishment of community-based alternatives for children in conflict with the law?
- How successful was the project in strengthening of prevention mechanisms for children-at-risk and rehabilitation and reintegration programmes for children in conflict with the law?
- To what extent has the Project contributed to strengthening capacities of juvenile justice professionals to monitor and manage the reform process?
- Has the project provided any additional (not directly planned by the project) significant contributions/outcomes?
- What were the major factors influencing the achievement or non-achievement of the Project objectives to date?

Assessing efficiency / To what extent did the management of the project ensure timelines and efficient utilization of resources?

- How well have the implementation of activities been managed? To what extent were activities implemented as scheduled? What management and monitoring tools have been used?
- How well have the financial resources been used / were funds managed in a cost-effective manner / what is the correlation between funds utilized and outputs / results achieved / could the same results be achieved with less resources?
- Did the project ensure co-ordination with other similar interventions to encourage synergy and avoid overlaps?
- How flexible was the Project design in adapting to the changing environment (impact of the economic crisis, etc.)?
- To what extent are HR & GE a priority in the overall Project budget and implementation?

Assessing expected impact / To what extent has the Project increased system's capacities to ensure that more children benefit from full application of international norms and standards when they come into contact with justice and related systems as alleged offenders, victims and witnesses of crime?

- Is there an early evidence that the project has contributed to increasing the number of children in conflict with the law benefiting from diversion measures?
- Is there an early evidence of the project's contribution to continual decrease in the number of children in conflict with the law subjected to detention and custodial sanctions?
- What is the likelihood that the project will contribute to an increase in the number of children benefiting from prevention, rehabilitation and reintegration programmes?
- What is the likelihood that the Project will contribute to a tangible improvement of the treatment of children victims and witnesses of crime in line with child-friendly hearing procedures and relevant standards?
- Have any unplanned effects/factors contributed to achieving/not achieving the desired project impact so far or are likely to contribute to achieving/not achieving the intended impact in the future?

Assessing expected sustainability / To what extent are the project outcomes achieved sustainable?

- Did the Project design include an appropriate sustainability strategy (including promoting national/local ownership, use of local capacity, etc.) to support positive changes for the most vulnerable groups after the end of the intervention?
- To what extent the legislative framework developed and policy documents produced provide a ground for sustainable and coordinated implementation of diversion measures, community-based alternatives, rehabilitation and reintegration programmes?
- To what extent is the strengthened national JJ data-collection and monitoring mechanism likely to be effective beyond the project time-frame?
- To what extent are new knowledge and skills integrated into regular activities of JJ related professionals?

- What is the level of ownership of the reform process within the MoJ and MoLSW and what are the prospects for further development of related interventions after the end of external support?
- To what extent has the Project promoted strengthening of already existing partnerships and establishment of new ones and to strengthening of inter-sectoral and cross-sectoral cooperation both at the national and local level?

In addition to the 5 main evaluation criteria, the evaluation shall also focus on assessing human rights-based approach and relevant cross-cutting issues. More specifically, it should look into the extent of the project outcomes' contribution to achievement of children's rights and how the project contributed to addressing key cross-cutting issues?

- Does the project actively contribute to the promotion of child rights?
- To what extent and how the project ensures an equity focus?
- Has the Project made efforts to mainstream gender into its design, implementation, monitoring and reporting?
- Has the Project contributed to furthering gender mainstreaming efforts in the work of its national and local partners?
- Was the design of the Project ethical? How was the balance of cost and benefits to participants (including possible negative impact) considered during the Project implementation?

7. Methodology

The evaluation methodology will be guided by the Norms and Standards of the United Nation Evaluation Group (UNEG):

(http://www.uneval.org/normsandstandards/indexs.isp?doc_cat_source_id=4)².

Evaluability assessment

The logical framework, theory of change and data available allow for the assessment of the progress achieved and evaluation of the project impact or early evidence on the likelihood of the project achieving the intended impact.

Existing sources of information are assessed as the most reliable:

- a. Act on Treatment of Juveniles in Criminal Proceedings;
- b. Concluding Observations of the Committee on the Rights of the Child (2008);

²

- c. UNICEF Country Programme and Action Plan (2012-2016);
- d. UNICEF Annual Reports (2010, 2011, 2012, 2013);
- e. Project documents (Description of Action, LogFrame, Theory of Change);
- f. Project progress reports;
- g. The Result Oriented Monitoring Report conducted by EU Delegation (2013);
- h. Project outputs (by-laws, training programmes, service practicums, assessments) including project partners' and consultants' reports, internal monitoring documents on process and output indicators, reports and recommendations;
- i. Annual reports of the Supreme State Prosecutor's Office, Judicial Council, Centre for Mediation and Police Directorate (disaggregated data);
- j. Training Programme of the Judicial Training Centre;
- k. MoJ and MoLSW website - list of adopted legislation;
- l. Other partners' reports (Ombudsman) and websites containing reports related to the most vulnerable children;
- m. Judicial Information System (PRIS) – disaggregated data;
- n. National and local Child Protection Databases - disaggregated data.

Data sources, particularly those containing disaggregated data, are assessed as highly reliable. However, as explained above (section 5. Scope of the Evaluation/Limitations), disaggregated data specifically on gender and under-represented groups may not be available at this point.

All of the documents listed, together with a contact list of all for the project relevant stakeholders, project implementing partners and consultants will be provided to the evaluator once a contractual agreement has been made.

Approach

The overall evaluation approach to be applied shall rely on the Project theory of change and shall have an equity focus. It shall combine qualitative and quantitative data and apply data collection strategy that relies on primary and secondary data collection and non-experimental design.

- The contractor (agency) will use the desk review to get familiar with the policy basis, relevant project documents and other means of verification / sources of information listed above (state and non-state actors' reports).
- The contractor (agency) should develop more precise evaluation work plan that will allow insight into the both national and local level project components.
- In addition to interviews with the Project Steering Committee, MoJ, MoLSW, UNICEF Project implementation unit and EU Delegation, opinions of the following actors shall also be acquired and analysed:
 - ✓ Key stakeholders, project partners and consultants representing:
 - Ministry of Interior, Ministry of Education;
 - Courts, Prosecutors' Offices, Police, Centres for Social Work;

- Judicial Council;
 - Police Academy of Montenegro;
 - Police Directorate of Montenegro;
 - Bar Association of Montenegro;
 - Mediation Centre;
 - Judicial Training Centre;
 - Prison administration and Institution for Children and Youth 'Ljubovic';
 - National and local level civil sector;
 - Independent oversight bodies (Ombudsman);
- ✓ Project beneficiaries representing children in conflict with the law, children-at-risk and their families (children victims and witnesses of crime and their families will not be covered directly by this evaluations, as explained in the section no. 5 on the Scope of the evaluation/Limitations).

The guiding questions for the evaluation against defined evaluation criteria shall be further elaborated and used as a basis for development of the main data collection instruments (interviews and focus groups).

All the data gathered will be analysed by the evaluator/s. Triangulation of data will be used to increase reliability of findings and conclusions.

Special measures will be put in place to ensure that the evaluation process is ethical and that participants in the evaluation process can openly express their opinion. The sources of information will be protected, and known just to the evaluator/s. The Evaluation Team will ensure that the evaluation process is in line with UNEG Ethical Guidelines. The contractor has to ensure that it is clear to all subjects that their participation in the evaluation is voluntary. All participants should be informed or advised of the context and purpose of the evaluation, as well as the privacy and confidentiality of discussions.

8. Work Plan

<i>Description</i>	<i>Responsible</i>	<i>Timeline</i>
Preparatory phase:		
Development of ToR	UNICEF	By 15 th March 2014
Selection / contracting of agency	UNICEF	Beginning of April 2014

Evaluation:		
Desk review of the existing documents	Agency	Mid of April 2014
Development of the inception report (work plan with evaluation instruments / methodology)	Agency	Mid of April 2014
Logistics (arranging meetings / interviews)	UNICEF	Mid of April 2014
Field visit to Montenegro (meeting / interviews with UNICEF, MoJ, MoLSW, EU Delegation, key partners and stakeholders)	Agency with the support of UNICEF	End April/Beginning of May 2014
De-briefing meeting with UNICEF, EU Delegation, MoJ and MoLSW	Agency	Mid of May 2014
Reporting:		
Preparing inception report (methodology and work plan)	Agency	Mid of April 2014
Submission of the draft report	Agency	Beginning of June 2014
Feed-back on the draft report from UNICEF, MoJ and MoLSW	UNICEF	Mid of June 2014
Submission of the final report	Agency	End of June 2014
Use of evaluation findings:		
Presentation of the key findings at the Final project conference	Agency	End of June 2014
Dissemination of the final report to all partners and stakeholders	UNICEF	Beginning of July 2014

Agreement reached with MoJ and MoLSW on how to translate key findings into activities and integrate them into further activities / programming	UNICEF	September 2014
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The contractor (agency) is expected to produce the following **key deliverables** with the following tentative deadlines:

1. Inception Report, by 10 April 2014.
2. Draft project evaluation report, by 2 June 2014.
3. Final project evaluation report including executive summary and annexes, by 23 June 2014.

All deliverables should be submitted in English. UNICEF will ensure translation in Montenegrin.

Timeframe for this work assignment is from the 1st April June to 30th June 2014. During that period total number of consultancy days available is up to 35 maximum, with estimated share of days as following:

- Desk review and submission of Inception report –6 days,
- Field visits and debriefing – 10 days,
- Draft report development – 14 days,
- Final report submission and presentation at the Final conference - 5

The contractor (agency) is expected to observe the UNEG ethical guidance to evaluation as guiding principle to ensure quality of evaluation process.

(<http://www.uneval.org/search/index.jsp?q=ETHICAL+GUIDELINES>)

Management and Organization

Management: The evaluation will be managed by the UNICEF Country Office – Evaluation steering committee consisted of the Programme Specialist, Social Policy and Equity Officer (M&E focal point) and Child Protection officer. The contractor (agency) will be supervised by Programme Specialist. The management of the evaluation will include development of the terms of reference, assignment of the evaluation team, liaison between the evaluation team and partners / stakeholders involved (supporting organisation of meetings / interviews and field visits), as well as quality assurance of the report.

Ministry of Justice and Ministry of Labour and Social Welfare will be involved in designing the evaluation and will participate in the definition of recommendations through active contribution during debriefing meetings and providing feed-back to the draft report.

Organization: Institutional consultancy is required for this consultancy.

Schedule: This assignment will commence on 1 April 2014.

Key intermediate tasks of the contractor:

- Desk review of relevant documents and reports
- Develop more detailed evaluation methodology and work plan – draft to be submitted as a part of the Inception Report to UNICEF for approval, including key instruments / interview questions
- To conduct data collection through field visits (realize interviews/focus groups with selected stakeholders, partners and beneficiaries)
- Present initial findings through a de-briefing meeting with UNICEF, EU delegation, MoJ and MoLSW
- Prepare the draft report with key findings, recommendations and lessons learned based on all sources of information used
- Based on feed-back provided by UNICEF, MoJ and MoLSW prepare and submit the Final Report with all key findings, recommendations and lessons learned following the UNICEF Evaluation Report Standards
- Prepare a material with the key evaluation findings and recommendations for further dissemination
- Deliver presentation of the main evaluation findings and recommendations at the Final project conference.

Qualifications/specialized knowledge/experience required to complete the task

The Agency will be selected based on the following criteria:

- Experience of conducting project and programme evaluations;
- Technical expertise on child-care;
- Knowledge on the juvenile justice / social welfare system in Montenegro;
- Knowledge of the UN Convention on the Rights of the Child and relevant international standards in the area of juvenile justice system;
- Previous experience in working with UNICEF;
- Communication skills.

The evaluation team must have a national consultant and an ideal composition of the team would be a combination of national and international consultants. Amongst other requirements (details below), the role of national consultant will be to provide a country-specific expertise.

Special efforts will be invested to ensure that the team of evaluators is gender balance, however, this may not be possible given the small size of the team.

The qualifications and skill areas required include:

- Agency with expertise in the area of criminal and juvenile justice system legislative and policy reform;
- Sufficient number of qualified contracted experts and staff members to respond to the tasks in the TOR

- Knowledge on child rights and social inclusion concept
- Documented extensive evaluation expertise and experience
- Proven knowledge on the juvenile justice system in Montenegro, knowledge on the region (national consultant)
- Excellent report writing skills
- Good communication and presentation skills
- Excellent written and spoken English
- Ability to keep with strict deadlines
- Knowledgeable of UN Evaluation policy
- Experience in working with UN / UNICEF (obligatory).

Contractor should be sensitive to beliefs and act with integrity and respect to all stakeholders. In the report evaluators may not refer to individual children. Contractor may not share findings with media in Montenegro or abroad concerning individual children or individual institutions.

UNICEF premises will be available during the time spend in Montenegro if needed. Printers, photocopying services, and other similar services will be provided by UNICEF. It is expected that contractor will bring their own laptops.

Budget and Remuneration

The fee will be paid upon the submission of the deliverables.

Lump sum financial offer consisting of fee for the services to be provided, travel and subsistence costs, as applicable, should be submitted together with application.

The contractor (agency)'s fee may be reduced if the assignments/deliverables are not fulfilled to the required standard. In a case of serious dissatisfaction with the contractor (agency)'s performance the contract may be terminated in line with UNICEF procedure in such matters and as spelled out in SSA.

9. Structure of the Evaluation Report

The final evaluation report should follow UNEG Norms and Standards, UNICEF Evaluation Report Standards and should follow the GEROS Quality Assessment System.



UNEG_UNICEF Eval
Report Standards.pdf

The report template to be used includes:

- Title page and Opening pages
- Executive summary
- Project description (including the logic of the project design and/or expected results chain)

- The role UNICEF, Ministry of Justice and Ministry of Labour and Social Welfare and other stakeholders involved
- Purpose of the Evaluation
- Evaluation criteria
- Evaluation Scope and Objectives
- The evaluation design
- Description of Methodology
- The stakeholders participation
- Ethical issues
- Findings
- Analysis of results
- Constraints
- Conclusions
- Recommendations
- Lessons learned
- Annexes

The evaluation report will be assessed and rated against the following assessment tool available here:



2013 Evaluation TOR
review template.xlsx

Annex B: Logical Framework

LOGFRAME PLANNING MATRIX FOR Project Fiche	Programme name and number:	Justice for Children
	Contracting period expires: 18 months upon signing of the financing agreement Total budget : 550,000.00 €	Disbursement period expires: IPA budget: 500,000.00 €

Overall objective	Objectively verifiable indicators	Sources of Verification
Children benefit from full application of international norms and standards when they come into contact with justice and related systems as alleged offenders, victims and witnesses of crime or for other reasons where judicial, state administrative or non-state adjudication is needed	Significant increase in the No. of children in conflict with the law and children victims and witnesses of crime who are treated in accordance with applicable international norms and standards	<ul style="list-style-type: none"> -Applicable legislation; -Reports of MNE Judiciary; -Ombudsperson`s Reports; -Independent External Evaluation; - EU Progress reports and national and international human rights organizations reports; -UNICEF Reports

Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
Support implementation of the Treatment of Juveniles in Criminal Proceedings Act and continuation of the reform process	<ul style="list-style-type: none"> - Implementation of the new Law facilitated through development of bylaws, rulebooks and manuals aligned with relevant international standards; - Juvenile Justice Data Collection and Information System operational with internationally recognized set of indicators integrated; - At least 100 professionals specialized to apply international standards of practice in work with juveniles in conflict with the law; - At least 30% increase of boys and girls in conflict with the law diverted from regular procedure to application of alternative measures; - At least 70% of prosecution offices capable to apply child friendly hearing procedures for children victims and witnesses of crime; - At least 20% increase in the number of girls and boys exposed to child rights based rehabilitation programmes 	<ul style="list-style-type: none"> - Reports of the Ministry of Justice; - Reports of the Ministry of Labour and Social Welfare; -Official Gazette; -Reports of MNE Judiciary; -Ombudsperson`s Report; -MNE Statistical Office Yearbooks; -Project progress report; -Independent External Evaluation; - EU Progress reports and national and international human rights organizations reports; -UNICEF Reports. 	<ul style="list-style-type: none"> -Continued Government commitment to juvenile justice system reform and readiness for adaptations of general criminal system when it comes to children victims and witnesses of crime -Ownership of the reform process -Effective coordination and cooperation between concerned authorities -Explicit commitment for the implementation of the new legislation; -Political willingness to provide adequate material needs and financial support -Readiness of key stakeholders to accept necessary changes -Effective communication and cooperation among all relevant sectors and institutions -High quality technical assistance ensured -Child participation
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
Component 1: Policy and Legislative Reform			
1. Legislative and policy framework for Juvenile Justice, including appropriate JJ Data Collection & Information System	-Bylaws, rulebooks and manuals as per facilitated implementation of the Treatment of Juveniles in	-Reports of the Ministry of Justice; -Reports of the Ministry of Labour and Social Welfare	- Continued Government commitment to juvenile justice system reform -Ownership of the reform process

upgraded and harmonized with internationally recognized standards	<p>Criminal Proceedings Act prepared and aligned with international standards in Juvenile Justice;</p> <p>-Juvenile Justice Data Collection and Information System operational; internationally recognized set of indicators integrated;</p> <p>-Number of topics elaborated and professionals from different sectors participating in the round tables discussions</p>	<p>-Official Gazette</p> <p>-Project reports</p> <p>-MNE Statistical Office Yearbooks</p> <p>-Project progress report</p> <p>-Independent External Evaluation</p>	<p>-Coordination of activities</p> <p>-Inter-sectoral cooperation</p> <p>-Commitment of the Government and judiciary (Judicial Council) to work on improvement and integration of JJ indicators into the PRIS system;</p> <p>-Adequate technical expertise</p>
Component 2: Institutional and administrative capacity for the implementation of the Treatment of Juveniles in Criminal Proceedings Act			
2. Institutional and administrative capacity for the implementation of the new Law (Treatment of Juveniles in Criminal Proceedings Act) strengthened	<p>-Specialized training programmes on Juvenile Justice for judges, prosecutors, social workers, police and correctional officers developed, accredited and aligned with international standards in Juvenile Justice;</p> <p>-At least 100 professionals certificated from specialized trainings (judges, prosecutors, social workers, police officers, correctional officers);</p> <p>-At least 20% increase in application of alternative measures for girls and boys in conflict with the law;</p> <p>-At least 70 % of prosecution offices equipped for the application of child-friendly hearing procedures;</p> <p>-At least 3 Professional Support services for cases involving children established within MNE judiciary;</p> <p>-At least 30 representatives of judiciary trained to apply child-friendly hearing procedures;</p> <p>-At least 500 youth provided with basic training on peaceful conflict resolution techniques;</p>	<p>-Reports and data from the Judicial Training Centre, Ministry of Justice, Ministry of Interior, Ministry of Labour and Social Welfare, and Ministry of Education and Sport, Prison Administration;</p> <p>-Annual Reports of the Supreme State Prosecutor`s Office and the Supreme Court;</p> <p>-Annual Report of Mediation Centre;</p> <p>-Project reports;</p> <p>-Articles in newspapers and/or websites</p>	<p>-Ownership of the reform process;</p> <p>-Explicit commitment for the implementation of the new legislation;</p> <p>- Beneficiary institutions provide the necessary human, material and financial support to the Action;</p> <p>-Coordination of activities;</p> <p>-Inter-sectoral cooperation;</p> <p>-Trained staff remain in service;</p> <p>-High level technical expertise;</p> <p>- Readiness to change and accept restorative justice concepts and innovative solutions;</p> <p>- Commitment of the government to provide financial support to infrastructure and staffs of the Professional Support Services;</p>

	-Child rights-based rehabilitation and reintegration programmes for work with children in conflict with law designed and improved on the basis of respective international standards.		- Commitment and cooperation of stakeholders in pursuing new methods and challenges; -Adequate quality of training provided
Component 3: Public Awareness on Juvenile Justice Issues			
3. Increased public awareness on juvenile justice matters through active participation of boys and girls in conflict with the law in promotion of their rights through creative, sport, cultural and educational activities	--At least 20 promotional and visibility actions undertaken and events organized to promote - the rights of children in conflict with the law; -At least 50 children participated in educational, sport and cultural activities and programmes as per promotion of their rights; -Selected educational, sport and cultural programmes ³ integrated in regular curriculum of JJ Institution; -Short film on children participating in promotional activities produced and widely broadcasted	-Project`s promotional and visibility material; -Articles in newspapers and/or websites; -Short film on child participation in promotion of their rights, media records on its broadcasting ; -Independent External Evaluation of the Project; -JJ Institution`s official programmes and curriculum of work; -Project documents and reports.	-Commitment -Inter-sectoral cooperation -Readiness for social change -Child participation -Interest and readiness of representatives of sport, educational and cultural organization to work with children in conflict with the law; -Cooperation of the media; Adequate media coverage ensured.
Activities	Means	Costs	
To achieve Result 1 1. Organization of public debates on Juvenile Justice issues 2. Development of bylaws, administrative acts,	Technical assistance, trainings		-Explicit commitment for the implementation of the new legislation; - Good inter-sectoral coordination and cooperation; - Adequate technical expertise

³ Well designed and conceptualized programmes based on examples of best practice models, international standards and experience with strongly elaborated sustainability component.

<p>professional guidelines and codes of conduct</p> <p>3. Analysis of Juvenile Justice Data Collection and Information System</p> <p>4. Establishment of Juvenile Justice Data Collection and Information System</p>			
<p>To achieve Result 2</p> <p>1. Review of existing training materials and design of training for juvenile justice professionals</p> <p>2. Specialized Training for Police, Prosecutors, Judges and Defence Lawyers</p> <p>3. Trainings for Social Workers on Prevention and Implementation of the new legislation</p> <p>4. Specialized Training for Representatives of Prison Administration and design of Programmes for Institutional and Post-institutional Treatment of Juveniles</p> <p>5. Support to Implementation of Alternative and Educational Measures</p>	<p>Technical assistance, training, equipment</p>		<p>-Explicit commitment for the implementation of the new legislation;</p> <p>- Beneficiary institutions provide the necessary human, material and financial support to the Action;</p> <p>-Coordination of activities;</p> <p>-Inter-sectoral cooperation;</p> <p>-Trained staff remain in service;</p> <p>-High level technical expertise provided;</p> <p>- Readiness to change and accept restorative justice concepts and innovative solutions;</p> <p>- Commitment of the government to provide financial support to infrastructure and staffs of the Professional Support Services;</p> <p>- Commitment and cooperation of stakeholders in pursuing new methods and challenges;</p> <p>-Adequate quality of training provided.</p>

<ol style="list-style-type: none"> 6. Training for Youth in Peaceful Conflict Resolution 7. Support to establishment of Professional Support Services for Juveniles and preconditions for child friendly hearing procedures in Montenegro`s judiciary 8. Support to the Centre for Children and Youth “Ljubovic” in the implementation of rehabilitation and reintegration programmes 9. Training on UN Guidelines on Justice in Matters involving Children Victims and Witnesses of Crime 			
<p>To achieve Result 3</p> <ol style="list-style-type: none"> 1. Promotion of Children`s Rights through their active participation 2. Production of a short film and radio about child participation 	<p>Technical assistance, training, commissioning of services</p>		<ul style="list-style-type: none"> -Commitment of all actors -Inter-sectoral cooperation -Readiness for social change -Child participation -Interest and readiness of representatives of sport, educational and cultural organization to work with children in conflict with the law; -Cooperation of the media; Adequate media coverage ensured.

Annex C: Theory of Change

Name of the Project: Justice for Children (IPA 2011)

Implementation period: July 2012 - July 2014

Background: In the previous years considerable progress has been made and strong political commitment associated with the reform of the country's judicial system and juvenile justice as an integral component. The Government of Montenegro has started the process of a comprehensive reform of the Juvenile Justice System in 2003. Strong leadership of the reform process by the Ministry of Justice, establishment of a critical mass of JJ professionals and knowledgebase in JJ, creation of legal and institutional preconditions for application of diversion measures and its successful application, development of child-centered rehabilitation and reintegration programmes alongside with the development of a new Act on Treatment of Juveniles in Criminal Proceedings (2011) is seen as a key result of up to date Juvenile Justice System Reform in Montenegro. By adopting specialized legislation in Juvenile Justice Montenegro made a major step forward towards harmonizing legislation and practice in this area with respective international standards. The new legislation calls for the respect for children's rights, treatment of juveniles with due care, prohibition of discrimination, respect for the right of juveniles to freely express their opinion and consideration of the best interest of the child.

Context:

Despite the positive results in the juvenile justice system reform in the previous period, further efforts are required both in the area of the justice and child and social welfare system in order to ensure long-lasting and sustainable solutions in the area of juvenile justice and facilitate effective implementation of the new legislation.

In order to keep the momentum, continuation of the reform process is ensured through the “Justice For Children Initiative” which is implemented by the Government of Montenegro (Ministry of Justice and the Ministry of Labour and Social Welfare) with UNICEF’s technical assistance and financial assistance from the European Union (IPA 2011) in the period 2012-2014. The proposed action aims to contribute to improvement of the skills and knowledge of professionals working directly with children in conflict with the law, children demonstrating anti-social behaviour and children victims and witnesses of crime, as well as by contributing to the further specification of the necessary legislative and regulatory framework (through development of secondary legislation) and to support the implementation of diversions to criminal prosecution and deprivation of liberty through application of diversion measures and procedure in order to allow full implementation of the new Treatment of Juveniles in Criminal Proceedings Act

- The adoption of the Treatment of Juveniles in Criminal Proceedings Act in December 2011 represents a significant step forward in clarifying much of the legal framework, however, it immediately created the need for upgrading institutional capacities and regulatory framework for effective implementation of the new legislation.
- UN CRC Committee calls Montenegro to ensure all pillars of JJ System are in place. Specialization of JJ professionals ranging from police, judiciary, prosecution, bar service, residential facility for juvenile offenders, Institute for the enforcement of criminal sanctions (‘Prison Administration’), as well as social workers, teachers and selected NGO partners appeared to be crucial point for successful reform process and effective implementation of the new legislation. Related training should be more skills based training focusing not just on standards in JJ, and developments in the new Treatment of Juveniles in Criminal Proceedings Act, but on child-

sensitive communication skills, individualised working methods with children in conflict with the law, and particular skills and methods relevant to each of the professional groups.

- Additional efforts are needed to improve existing and develop new rehabilitation and reintegration programmes of work with children in conflict with the law residing in semi-open and residential institutions.
- External Evaluation of EU funded Juvenile Justice System Reform Project (2008-2010) suggested increased involvement of education, police and social sectors in further efforts to reform country's juvenile justice system. The new Law on JJ foreseen establishment of Professional Support Services and increased efforts towards prevention of juvenile delinquency.
- The new Law established important provisions which relate to the treatment of children victims and witnesses of crime in criminal proceedings in line with respective international instruments, which created a need for broad capacity building of professionals working in mainstream criminal justice system.
- Montenegro is still lacking a uniform juvenile justice data collection and information system, and this lack limits the knowledge base on existing practice and the effectiveness of policy initiatives.

Timing of the Evaluation:

1 April-30 June 2014

Duration of the Evaluation :

Three months

Project Budget:

550,000 EUR

4 roundtables with JJ professional from all sectors will be held on specific issues central to the successful implementation of the new JJ Law

Establishment of sector Working groups & provision of technical expertise to support the work of the Working Groups

Consultations with relevant stakeholders and beneficiaries in the drafting process

Provision of technical expertise to conduct an assessment of the existing JJ data collection mechanisms and training of key staff

Development of new JJ indicators and their inclusion in Judicial Information System (PRIS) and training of key staff

International expert assistance to develop training material and programme for JJ professionals

Identify key institutions and individuals who will be in charge for the future training delivery (judges, prosecutors, lawyers and police)

Specialized trainings for police, judges, prosecutors, defence lawyers on treatment of children in conflict with the law and victims and witnesses of crime (UN Guidelines)

Training of social workers on Prevention programmes for children at risk and implementation of new legislation

Training for reps of Prison administration and design and follow-up of implementation of child-centered programmes for institutional and post-institutional treatment of juveniles

Series of inter-sectoral trainings on implementation of diversion measures & continuation of support provided to VOM mediators network

Training for high-school students on Peaceful Conflict Resolution Techniques in 5 highschools in MNE

Support to design and implementation of rehabilitation and reintegration programmes at the 'Ljubovic' Centre

Support to establishment of 3 Professional Support Services for Juveniles and training of designated staff and purchasing of furniture and IT equipment

15 Prosecutor's offices equipped with specially designed audio-visual equipment enabling child-friendly hearing

Support provided to system institutions and SCOs to implement sport, cultural, ecological and other programmes with active involvement/participation of children with the law

1.1 Cross-sectoral dialogue, policy making and promotion of new JJ legislation among JJ professionals facilitated

1.2 Bylaws, administrative acts, professional guidelines and codes of conduct for the implementation of JJ law drafted

1.3 JJ indicators developed and staff trained to regularly collect data and monitor the status within PRIS

2.1 Skills based training modules for JJ related professionals are developed and approved by relevant bodies

2.2 Selected JJ Professionals (judges, prosecutors, lawyers, police) passed the training on treatment of children relevant to their professional discipline

2.3 Capacity for use of Prevention Programmes, Diversion Measures for children at risk and in conflict with the Law and Rehabilitation Programmes increased

2.4 Professional Support Services established and use of modern audio-visual equipment for child friendly hearing procedures enabled in Montenegro's judiciary

3.1 Child participation in promotion of their rights increased

1. Legislative and policy framework for Juvenile Justice, including appropriate JJ Data Collection & Information System adopted, upgraded and harmonized with internationally recognized standards

2. Institutional, administrative and human capacity for the implementation of the JJ Law strengthened

3. Increased public awareness on juvenile justice matters through active participation of boys and girls in conflict with the law in promotion of their



Children benefit from full application of international norms and standards when they come into contact with justice and related systems as alleged offenders, victims and witnesses of crime

Justice for Children: Objectively Verifiable Indicators and Assumptions

Impact	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<p>Children benefit from full application of international norms and standards when they come into contact with justice and related systems as alleged offenders, victims and witnesses of crime</p>	<ol style="list-style-type: none"> 1. Percentage increase in the number of boys and girls in conflict with the law diverted from regular court proceedings to application of diversion measures Baseline: Target: 2. Percentage of Prosecutors' Offices applying child-friendly hearing procedures for children victims and witnesses of crime Baseline: 0% Target: 70% 3. Percentage of girls and boys residing in JJ institutions participating in child rights based rehabilitation programmes Baseline: 0% Target: 80% 	<ul style="list-style-type: none"> - Annual Report of the Supreme State Prosecutor's Office - Annual Report of the Judicial Council - Reports of MNE Judiciary; - Ombudsperson's Report; - MNE Statistical Office Yearbooks; - Independent External Evaluation; - UNICEF Reports. 	<ul style="list-style-type: none"> ▪ Continued Government commitment to juvenile justice system reform and readiness for adaptations of general criminal system when it comes to children victims and witnesses of crime ▪ Ownership of the reform process by all relevant stakeholders ▪ Effective coordination and cooperation between concerned authorities and all relevant sectors and institutions ▪ Political willingness to provide adequate material needs and financial support ▪ Readiness and abilities of key stakeholders, primarily JJ professionals to accept and implement new legislative solutions ▪ Child participation
Outcomes	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<ol style="list-style-type: none"> 1. Legislative and policy framework for Juvenile Justice, including appropriate JJ Data Collection & Information System adopted, 	<ol style="list-style-type: none"> 1.1. All concerned sectors (Justice, Internal affairs and Labour and Social Welfare) jointly elaborate and define legislative and policy priorities in the area of 	<ul style="list-style-type: none"> -Reports of the Ministry of Justice; 	<ul style="list-style-type: none"> ▪ All relevant sectors have willingness and capacity to jointly contribute to definition of better regulation of the JJ system and

<p>upgraded and harmonized with internationally recognized standards</p>	<p>Baseline: No Target: Yes</p> <p>1.2. Bylaws, rulebooks, manuals and codes of conduct adopted and allow full implementation of the Treatment of Juveniles in Criminal Proceedings Act in line with international standards in Juvenile Justice; Baseline: No Target: Yes</p> <p>1.3. Juvenile Justice Data Collection and Information System with internationally recognized set of indicators integrated in Judicial Information System (PRIS) and allows for regular monitoring of the trends in Juvenile Justice; Baseline: No Target: Yes</p>	<p>-Reports of the Ministry of Labour and Social Welfare</p> <p>-Official Gazette</p> <p>-Project reports</p> <p>-MNE Statistical Office Yearbooks</p> <p>-Project progress report</p> <p>-Independent External Evaluation</p>	<p>implementation of the new legislative framework</p> <ul style="list-style-type: none"> ▪ There is a political will to allow for integration of new JJ indicators into Judicial Information System and enforce their regular monitoring ▪ Designated staff from concerned sectors have skills, knowledge and capacity to regularly monitor and feed the data on JJ according to newly defined JJ indicators
<p>2. Institutional and administrative capacity for the implementation of the JJ Law strengthened</p>	<p>2.1. Specialized training programmes on Juvenile Justice for judges, prosecutors, social workers, police and correctional officers developed, accredited and aligned with international standards in Juvenile Justice Baseline: No Target: Yes</p> <p>2.2. Number of designated JJ professionals (judges, prosecutors, social workers, police officers, correctional officers)</p>	<p>-Reports of the Ministry of Justice;</p> <p>-Reports of the Ministry of Labour and Social Welfare</p> <p>-Annual Report of the Supreme State Prosecutor’s Office</p> <p>-Annual Report of the Judicial Council</p> <p>-Project reports</p>	<ul style="list-style-type: none"> ▪ Ownership of the reform process; ▪ Explicit commitment of the Government for the implementation of the new legislation; ▪ Beneficiary institutions provide the necessary human, material and financial support to the Action; ▪ Coordination of activities present; ▪ Inter-sectoral cooperation functions;

	<p>specialized to work in JJ in line with international standards and new legislation:</p> <p>Baseline: 0</p> <p>Target: 100</p> <p>2.3. % of professional staff at the 'Ljubovic' Centre with strengthened knowledge and skills for better planning and implementation of individual rehabilitation and reintegration programmes of work with children in conflict with the law in line with international standards</p> <p>Baseline: 0%</p> <p>Target: 100%</p> <p>2.4. Number of JJ professionals with strengthened skills and knowledge for implementation of diversion measures for juveniles in conflict with the law</p> <p>Baseline:200</p> <p>Target: 300</p> <p>2.5. Number of Professional Support services for cases involving children operational in MNE judiciary</p>	<p>-Project progress report</p> <p>-Independent External Evaluation</p>	<ul style="list-style-type: none"> ▪ Readiness to change and accept restorative justice concepts and innovative solutions; ▪ The training for JJ professionals is appropriate for the needs of specific area of work and will equip them with necessary knowledge and skills for future work; ▪ Trained staff remain in service; ▪ Commitment of the government to provide financial support to infrastructure and staff of the Professional Support Services;
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	<p>Baseline: 0</p> <p>Target: 3</p> <p>2.6. Number of representatives of judiciary with skills to apply child-friendly hearing procedures</p> <p>Baseline: 0</p> <p>Target: 30</p>		
<p>3. Increased public awareness on juvenile justice matters through active participation of boys and girls in conflict with the law in promotion of their rights</p>	<p>3.1. Number of selected educational, sport and cultural rehabilitation/reintegration programmes⁴ integrated in regular work and practice at the 'Ljubovic' Centre and Juvenile Prison in cooperation with SCOs and local community</p> <p>Baseline: 0</p> <p>Target: at least 5</p>	<p>-Project's promotional and visibility material;</p> <p>-Articles in newspapers and/or websites;</p> <p>-Short film on child participation in promotion of their rights, media records on its broadcasting ;</p> <p>-Independent External Evaluation of the Project;</p>	<ul style="list-style-type: none"> ▪ Child participation ensured ▪ Interest and readiness of representatives of sport, educational and cultural organizations (SCOs) to work with children in conflict with the law; ▪ Cooperation of the media; ▪ Adequate media coverage ensured.

⁴ Well designed and conceptualized programmes based on examples of best practice models, international standards and experience with strongly elaborated sustainability component.

	<p>3.2. Number of media reports on the rights of children in conflict with the law during the project period Baseline: 0 Target: 50</p>	<p>-JJ Institution`s official programmes and curriculum of work; -Project documents and reports -Arhimed media company</p>	
Outputs	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<p>1.1. Cross-sectoral dialogue, policy making and promotion of new JJ legislation among JJ professionals facilitated</p>	<p>1.1.1. Number of JJ professionals from all sectors participating at roundtables on specific issues central to the successful implementation of the new JJ Law: Baseline: 0 Target: 100</p> <p>1.1.2. Number of topics crucial for implementation of new legislative framework on JJ elaborated at cross-sectoral roundtables Baseline: 0 Target: 4</p>	<p>-List of participants from various sectors at the discussions -Minutes of the meetings -Follow-up actions by leaders and professionals from relevant sectors</p>	<ul style="list-style-type: none"> ▪ Topics discussed at the roundtables relevant for implementation of new legislation and contribute to clarification of outstanding issues ▪ Ability to secure participation of representatives of key sectors
<p>1.2. Bylaws, administrative acts, professional guidelines and codes of conduct for the implementation of JJ law developed</p>	<p>1.2.1. Number of drafted bylaws, rulebooks, manuals and codes of conduct with the support of UNICEF experts Baseline: 4 Target: 8</p>	<p>-Line Ministries (Ministry of Justice, Ministry of Labour and Social Welfare, Ministry of Interior Affairs) and JJ institutions</p>	<ul style="list-style-type: none"> ▪ Ability to identify and secure high quality technical expertise for drafting of the needed bylaw, acts, guidelines, etc. ▪ Secondary legislation will prescribe clear and easily adaptable and implementable instructions and guidelines for effective implementation of the JJ Law

<p>1.3. Juvenile Justice Data Collection and Information System established and operational</p>	<p>1.3.1. Assessment of existing JJ Data-collection mechanisms and indicators conducted Baseline: No Target: Yes</p> <p>1.3.2. New set of indicators for monitoring the situation of children in contact with the law developed: Baseline: No Target: Yes</p> <p>1.3.3. Number of designated staff that passed the training for use of JJ related database Baseline: 0 Target: 50</p>	<p>- Assessment of existing JJ Data-collection mechanisms and indicators</p> <p>-Ministry of Justice and relevant data-supplying institutions</p> <p>-Judicial Information System</p> <p>-Project reports</p>	<ul style="list-style-type: none"> ▪ Ability to identify and secure high quality technical expertise for the assessment and development of JJ indicators ▪ Newly developed JJ indicators allow for adequate monitoring of the situation of children who come in contact/conflict with the law ▪ Needs of the trainees met and the knowledge transferred enables them for their future duties in relation to collecting and updating the data
<p>2.1. Skills based training modules for JJ related professionals are developed and approved by relevant bodies</p>	<p>2.1.1. Number of training materials and programmes developed in line with international standards and with the support of UNICEF experts Baseline: 0 Target: 4</p> <p>2.1.2. Number of training programmes accredited by relevant bodies Baseline: 0 Target: 4</p>	<p>-Line Ministries (Ministry of Justice, Ministry of Labour and Social Welfare, Ministry of Interior Affairs) and JJ institutions</p> <p>-Project Progress Reports</p> <p>-Judicial Training Centre Programme</p>	<ul style="list-style-type: none"> ▪ Developed training programmes adequate for each professional discipline ▪ Developed training programmes will be adopted by the system and will enable transfer of knowledge for future staff
<p>2.2. Selected JJ Professionals (judges, prosecutors, lawyers, police) passed the training on treatment of children</p>	<p>2.2.1. Number of JJ professionals who passed the training on treatment of children</p>	<p>-Line Ministries (Ministry of Justice, Ministry of Labour and Social Welfare,</p>	<ul style="list-style-type: none"> ▪ Needs of the trainees met and trainees are motivated to learn

<p>relevant to their professional discipline</p>	<p>conflict with the law and children victims and witnesses of crime Baseline: 0 Target: 100</p>	<p>Ministry of Interior Affairs) and JJ institutions -Project Progress Reports -Judicial Training Centre Programme</p>	<ul style="list-style-type: none"> ▪ Trainees will be given support and other resources they need so they can put into practice what they learned
<p>2.3. Capacity for use of Prevention Programmes, Diversion Measures for children at risk and in conflict with the Law and Rehabilitation Programmes increased</p>	<p>2.3.1. Number of social workers trained on prevention programmes for children at risk and implementation of new legislation Baseline: 0 Target: 30</p> <p>2.3.2. New Methodology and Programme of work with juveniles in detention and juvenile prison at Prison administration drafted with UNICEF's technical assistance: Baseline: No Target: Yes</p> <p>2.3.3. Number of representative of Prison administration trained on implementation of child-centered programmes for institutional and post-institutional treatment of juveniles Baseline: 0 Target: 15</p> <p>2.3.4. Number of organized inter-sectoral capacity-development and experience exchange sessions on diversion measures for JJ professionals Baseline: 0</p>	<p>-Line Ministries (Ministry of Justice, Ministry of Labour and Social Welfare, Ministry of Interior Affairs) and JJ institutions -Project Progress Reports -Judicial Training Centre Programme</p>	<ul style="list-style-type: none"> ▪ Experience exchange and capacity development sessions will enable easier implementation of diversion measures in practice and help overcome potential obstacles ▪ Ability to identify and secure high quality technical expertise for the development of rehabilitation and reintegration programme ▪ Needs of the trainees met and trainees are motivated to learn ▪ Trainees will be given support and other resources they need so they can put into practice what they learned

	<p>Target: 18</p> <p>2.3.5. Number of high-school students who participated at the training on the Techniques of Peaceful Conflict Resolution Baseline: 0 Target: 500</p> <p>2.3.6. Methodology and Programme of work with children in conflict with the law at the 'Ljubovic' Centre revised in line with international standards Baseline: No Target: Yes</p> <p>2.3.7. Number of professional staff at the 'Ljubovic' centre who passed the training on implementation of rehabilitation and reintegration programmes for children in conflict with the law Baseline: 0 Target: 10</p>		
<p>2.4. Professional Support Services established and use of modern audio-visual equipment for child friendly hearing procedures enabled in Montenegro's judiciary</p>	<p>2.4.1. Number of trained staff to work at Professional Support Services for Juveniles Baseline: 0 Target: 10</p> <p>2.4.2. Equipment and furniture provided for establishment of 3 Professional Support Services for Juveniles Baseline: No</p>	<p>-Ministry of Justice</p> <p>-Judicial Council Report</p> <p>-Supreme State Prosecutor's Reports</p> <p>-Project Progress Reports</p>	<ul style="list-style-type: none"> ▪ The Government willing to allocate human and financial resources for establishment of Professional Support Services ▪ Training will met the needs of the trainees and equip them with knowledge to support their peers in practical implementation of standards of treatment of children in contact/conflict with the law

	<p>Target: Yes</p> <p>2.4.3. Number of audio-visual equipment sets for child-friendly hearing procedures provided for Prosecutor’s Office/Courts</p> <p>Baseline: 0</p> <p>Target: 15 Prosecutor’s Offices/Courts equipped</p>		<ul style="list-style-type: none"> ▪ Trainees will put to practice acquired knowledge and use provided equipment for child-friendly hearing
<p>3.1. Child participation in promotion of their rights increased</p>	<p>3.1.1. Number of programmes developed in the ‘Ljubovic’ Centre and Prison administration targeting active participation of children in conflict with the law in cultural, sport and educational activities (in cooperation with SCOs and with child participation)</p> <p>Baseline: 0</p> <p>Target: at least 5</p> <p>3.1.2. Number of children in conflict with the law participating in the design on the new programmes</p> <p>Baseline: 0</p> <p>Target: 50</p>	<p>-Ministry of Justice</p> <p>-Judicial Council Report</p> <p>-Supreme State Prosecutor’s Reports</p> <p>-Semi-open institution for juveniles in conflict with the law “Ljubovic”</p> <p>-Juvenile Prison</p> <p>-Project Progress reports</p>	<ul style="list-style-type: none"> ▪ Developed programmes are sustainable and child-friendly ▪ Children are motivated and willing to participate
<p>3.2. Public awareness on Juvenile Justice Issues increased</p>	<p>3.2.1. Short film and radio show on the rights of children in conflict with the law produced with child participation and widely distributed</p> <p>Baseline: No</p> <p>Target: Yes</p>	<p>-Project’s promotional and visibility material;</p> <p>-Articles in newspapers and/or websites;</p> <p>-Short film on child participation in promotion of the rights of children in</p>	<ul style="list-style-type: none"> ▪ Media representatives are willing to cooperate

		conflict with the law, media records on its broadcasting ;	
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Annex D: Evaluation Matrix

Evaluation questions ⁵	Indicators	Data required	Data collection tools	Data Source
RELEVANCE: To what extent does the J4CI respond to the needs of stakeholders and beneficiaries?				
To what extent does the J4CI address and respond to the needs or issues of its most vulnerable target groups?	<ul style="list-style-type: none"> - J4CI addresses the UNCRC Concluding Observations 2010 relating to the administration of juvenile justice, children in conflict with the law, children in contact with the law, and children at risk - J4CI addresses the recommendations of the Independent External Evaluation of the Juvenile Justice Reform Project (2008-2010) 	<ul style="list-style-type: none"> - Description of action - UNCRC Concluding Observations 2010 - Independent External Evaluation of the Juvenile Justice Reform Project (2008-2010) - Data / information on situation of targeted vulnerable groups before project implementation - Views of targeted vulnerable groups/ beneficiaries and other stakeholders as to whether their needs have been addressed 	<ul style="list-style-type: none"> Desk Review Interviews 	<ul style="list-style-type: none"> - Concluding Observations of the UNCRC 2010 - Progress Report - EU Monitoring Report - Independent External Evaluation of the Juvenile Justice Reform Project (2008-2010) - Juvenile justice assessments / studies carried out prior to project commencement - Project Logframe and ToC - J4CI beneficiaries and stakeholders

⁵ Version submitted to UNICEF on 23 April 2014 for discussion among stakeholders.

<p>To what extent are the activities, outputs and outcomes of the J4CI relevant vis-à-vis the overall goal of the J4CI and the achievement of its objectives in the given period of time?</p>	<ul style="list-style-type: none"> - The activities, outputs and outcomes are relevant to the desired Impact (see Impact indicators below) - The activities, outputs and outcomes can realistically be implemented within the project period - Stakeholders consider that the assumptions on which the ToC is developed are realistic 	<p>Documents:</p> <ul style="list-style-type: none"> - Description of Action - Reports on the progress of implementing J4CI - Views of the stakeholders and beneficiaries on relevance (particularly regarding the assumptions underlying the ToC) 	<p>Desk review</p> <p>Interviews</p>	<p>For desk review:</p> <ul style="list-style-type: none"> - Theory of Change - LogFrame - Progress Report - EU Monitoring Report - Interviews with stakeholders and beneficiaries
<p>To what extent is the J4CI relevant vis-à-vis national policies and strategies in the area of juvenile justice and the justice or legal system more generally?</p>	<p>The activities, outputs, outcomes and impact of J4CI synergise with national policies and strategies in the area of:</p> <ul style="list-style-type: none"> - juvenile justice; and - the justice and legal system more generally 	<ul style="list-style-type: none"> - Description of Action - Government's J4CI policy document - National Strategy on Judicial Reform (2007-2012) - Programme for Assistance from the EU - EU Programme Fiche for the Justice Sector (if different to the above document) - Description of the Twinning Project on the Reform of the Penitentiary System - Plan for the establishment of the Judicial Information System (PRIS) within the MoJ - National Strategies for the Reform of Child and Social Protection, Poverty Reduction and Social Exclusion Strategies (2008-2012) - Other relevant national juvenile justice policy and strategy documents - Views of stakeholders and beneficiaries 	<p>Desk review</p> <p>Interviews</p>	<p>For the Description of Action:</p> <ul style="list-style-type: none"> - Theory of Change - LogFrame - EU Monitoring Report <p>For the other documents:</p> <ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW <p>For views:</p> <ul style="list-style-type: none"> - Stakeholders and beneficiaries
<p>Was the J4CI designed according to international norms and standards on HR & GE and in line with national strategies to advance HR & GE?</p>	<p>International standards (UNCRC, ICCPR, Beijing Rules etc.) will be used to measure the following:</p> <p>Process of designing J4CI accords with international norms and standards on HR & GE, including regarding the participation of men and women, relevant stakeholders, boys and girls, and civil society</p> <ul style="list-style-type: none"> - HR & GE analysis of the content of J4CI carried out at the design stage 	<ul style="list-style-type: none"> - Description of Action - List of participants in the development of the J4CI, including their gender and title/role - Documentation and minutes of meetings and consultations evidencing the design process of J4CI - National strategies to advance HR & GE 	<p>Desk review</p>	<p>For the Description of Action:</p> <ul style="list-style-type: none"> - Theory of Change - LogFrame - EU Monitoring Report <p>For other documents:</p> <ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW International standards

	<ul style="list-style-type: none"> - A detailed and inclusive stakeholder and beneficiary analysis conducted, including identification of the most vulnerable groups - J4CI activities, outputs, outcomes and impact are in line with national strategies to advance HR & GE 			
To what extent does the design of the J4CI reflect lessons learned from past similar programmes and evaluations in the area of juvenile justice?	<ul style="list-style-type: none"> - The final design of, and the process of designing, the J4CI was informed by the lessons learnt from past similar programmes and evaluations in the area of juvenile justice - Views of stakeholders consider that past lessons have been learnt 	<ul style="list-style-type: none"> - Documentation evidencing J4CI design phase - Evaluation of UNICEF/SIDA project of JJ Reform 2004 - Evaluation of UNICEF's Contribution to Juvenile Justice System Reform (2008-2010) - Views of stakeholders 	<ul style="list-style-type: none"> Desk review Interviews 	<ul style="list-style-type: none"> For documentation evidencing J4CI, see above. - Evaluation of UNICEF/SIDA project of JJ Reform 2004 - Evaluation of UNICEF's Contribution to Juvenile Justice System Reform (2008-2010) - Stakeholders
To what extent are the strategies and approaches adopted in J4CI relevant to the promotion of child rights more generally?	<ul style="list-style-type: none"> - The individual activities comprising J4CI are relevant to the UNCRC's Concluding Observations (2010) relating to general measures of implementation and general principles - The strategies and approaches promote international standards on juvenile justice (UNCRC, ICCPR, Beijing Rules etc.) 	<ul style="list-style-type: none"> - Description of Action - UNCRC Concluding Observations 2010 - International standards 	Desk Review	<ul style="list-style-type: none"> For the Description of Action: - Theory of Change - LogFrame - EU Monitoring Report UNCRC Concluding Observations 2010 International standards on juvenile justice
EFFECTIVENESS: To what extent does the J4CI meet the outcomes as defined by the J4CI LogFrame and Theory of Change?				
OUTCOME 1 (OUTPUTS 1.1 TO 1.3)				
To what extent was there a cross-sector dialogue, policy-making and promotion of new juvenile justice legislation among juvenile justice professionals, facilitated by UNICEF?	100 professionals from all juvenile justice institutions and sectors participating at roundtables on specific issues central to the successful implementation of the Act on the Treatment of Juveniles in Criminal Proceedings (the 'new Act').	<ul style="list-style-type: none"> - List of sectors and institutions participating in each roundtable - List of participants from each sector who participated in each roundtable, and a description of each of their titles/roles and responsibilities - Views of participants 	<ul style="list-style-type: none"> Desk review Interviews 	<ul style="list-style-type: none"> For desk review documents and interviews: - Progress report - MoJ and MLSW - Judicial Training Centre - Police - Judges - Judicial Council - Prosecutor's Office

(Output 1.1)				<ul style="list-style-type: none"> - Mediation Centre - Social workers - Bar Association - Prison Administration representatives - Representatives of Professional Support Services - Representatives from the Centre for Children and Youth 'Ljubovic' - Civil society representatives Feedback forms / evaluation forms (if available)
	4 cross-sectoral roundtable discussions, each one to discuss and elaborate on one topic crucial for the implementation of the new legislative framework outlined in the new Act.	<ul style="list-style-type: none"> - Minutes of each roundtable - Follow-up actions by leaders and professionals from each participating sector - The new Act - Views of participants 	<ul style="list-style-type: none"> Desk review Interviews 	<ul style="list-style-type: none"> Desk review documents - UNICEFF - MoJ - MoLSW - Feedback forms / evaluation form (if available) - The new Act Interviews with professionals
<p>To what extent were bylaws, administrative acts, professional guidelines and codes of conduct for the implementation of new Act developed?</p> <p>(Output 1.2)</p>	[X] bylaws, rulebooks, manuals and codes of conduct drafted and adopted with the support of UNICEF experts, in accordance with international standards (UNCRC, ICCPR, Beijing Rules etc)	<p>Confirmation of the development and adoption of the following:</p> <ol style="list-style-type: none"> 1. MoJ Rulebook on House Rules for Execution of Juvenile Imprisonment Sentences 2. MLSW Rulebook on the Implementation of Institutional Measures of Referral to a Correctional Institution (open type) 3. Rulebook on Registration of Diversion Measures (warning and attendance orders) 4. Rulebook on Registration of Criminal Sanctions (juvenile prison and correctional measures) 5. Implementation of the already-adopted bylaw, Rulebook on Implementation of 	<ul style="list-style-type: none"> Desk review Interviews 	<ul style="list-style-type: none"> - Annexes to the Progress Report - UNICEF - MoJ - MLSW Interviews with professionals

		<p>Institutional Measure Referral to Correctional Facility</p> <p>6. Development and adoption of the Rulebook for Police Officers on the Treatment of Juveniles in Preliminary Proceedings (not in original work plan but subsequently added)</p> <p>7. Development of Guidelines for work of Professional Support Services (not in original work plan but subsequently added)</p> <p>Views of professionals (knowledge / awareness of instruments and perceptions of effectiveness)</p>		
	Establishment of expert working groups for the development of secondary legislation and other documents	<ul style="list-style-type: none"> - Number of expert working groups established - List of members of each expert working group, including details of their titles/roles and expertise - The responsibilities of each expert working group - Minutes of the meetings of each expert working group - Views of stakeholders (for extent of participation and effectiveness etc) 	<p>Desk review</p> <p>Interviews</p>	<p>For desk review documents:</p> <ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW - Other relevant institutions <p>Interviews with professionals</p>
	A group of 6 to 7 experts visit a selected EU country for a study tour on how juvenile justice issues are regulated by soft law, and their implementation in practice	<ul style="list-style-type: none"> - List of participants in the study tour and their respective roles/titles and responsibilities - The programme of the study tour - Interviews with participants (for perceptions on effectiveness) 	<p>Desk review</p> <p>Interviews</p>	<p>For desk review documents:</p> <ul style="list-style-type: none"> - UNICEF - MoJ and MoLSW - Other relevant institutions <p>Interviews with professionals</p>
To what extent has the Juvenile Justice Data Collection and Information System been developed and implemented?	Assessment of existing juvenile justice data-collection mechanisms and indicators conducted	Assessment Report on the Judicial Information System	Desk Review	Annex to the Progress Report

(Outcome 1.3)				
	<ul style="list-style-type: none"> - New set of indicators and sub-indicators for monitoring the situation of children in contact with the law developed in line with UNODC/UNICEF indicators; and - A data collection methodology developed in line with international juvenile justice standards 	<ul style="list-style-type: none"> - New set of indicators and sub-indicators - Methodology for data collection - UNICEF/UNODC Manual - International juvenile justice standards 	Desk Review	<ul style="list-style-type: none"> - Annexes to the Progress Report - UNICEF/UNODC Manual
	Indicators and sub-indicators integrated, and system operationalised	Integration and operationalization expected to be completed by July 2014. Therefore, evidence of progress of integration of indicators and sub-indicators and operationalisation of the system is required.	<p>Desk review</p> <p>Interviews with users</p>	<ul style="list-style-type: none"> - Progress Report - EU Monitoring Evaluation - MoJ - Judicial Council - Supreme State Prosecutor's Office <p>Interviews with stakeholders and beneficiaries</p>
	[50] designated staff members have passed the training for using the database The designated staff members consider that the training was effective	<ul style="list-style-type: none"> - List of designated staff members that have passed the training, including a description of their respective roles and responsibilities - English translation of the training module and format of the session - Views of the designated staff 	<p>Desk review</p> <p>Interviews</p>	<p>For desk review documents:</p> <ul style="list-style-type: none"> - MoJ - Judicial Council - Supreme State Prosecutor's Office - Other relevant institutions <p>Interviews with professional</p>
To what extent has a coherent legislative and policy framework for juvenile justice been adopted, upgraded and harmonised with	<p>All concerned sectors (including the MoJ, MoLSW and Ministry of Interior) jointly collaborate and define legislative and policy priorities in the area of Juvenile justice</p> <p>Conforms with international standards on juvenile justice</p>	<p>Desk review materials for outputs 1.1 and 1.2 relating to the roundtable discussions and expert working group meetings and consultations (see above for details)</p> <ul style="list-style-type: none"> - Views of participants from each relevant sector involved in the roundtables and expert working groups (to test whether professionals 	<p>Desk review</p> <p>Interviews</p>	<p>For the desk review:</p> <ul style="list-style-type: none"> - See data sources listed against outputs 1.1 and 1.2 above; - Progress Report - EU Monitoring Report - International standards <p>For interviews:</p>

<p>internationally recognised standards</p> <p>(Outcome 1)</p>		<p>are sensitised/ aware and consider that the approach is coherent)</p> <p>International standards on juvenile justice</p>		<ul style="list-style-type: none"> - Members of the Steering Committee - Members of the Technical Working Group - MoJ - MoLSW - MoI - Children (if any) - Judiciary - Prosecutor's Office - Police - Bar Association - Mediation Centre - UNICEF - Consultants - NGO - Students
	<p>Bylaws, rulebooks, manuals, professional guidelines, and codes of conduct adopted and allow full implementation of the new Act in line with international standards in juvenile justice</p>	<ul style="list-style-type: none"> - New Act - All bylaws, rulebooks, manuals, guidelines and codes of conduct (for which see above) - International juvenile justice standards - Perceptions of beneficiaries and stakeholder of usability and effectiveness of the instruments 	<p>Desk review</p> <p>Interviews</p>	<ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW <p>Interviews with beneficiaries.</p>
	<p>Juvenile Justice Data Collection and Information System with internationally recognized set of indicators integrated in PRIS and allows for regular monitoring of the trends in Juvenile Justice</p>	<p>Data required for output 1.3 (for which see above)</p> <p>Observation or demonstration of the implementation (or proposed implementation) of the system</p> <p>Interviews with designated staff who have passed the training</p>	<p>Desk review</p> <p>Observation / demonstration</p> <p>Interviews</p>	<p>For the desk review:</p> <ul style="list-style-type: none"> - See data sources listed against outputs 1.1 and 1.2 above; - Progress Report - EU Monitoring Report <p>For the observation / demonstration and interviews:</p> <ul style="list-style-type: none"> - MoJ - Judicial Council

		UNODC/UNICEF Manual		- Supreme State Prosecutor's Office - Other relevant institutions UNICEF / UNODC Manual
OUTCOME 2 (OUTPUTS 2.1 TO 2.4)				
To what extent have skills-based training modules or programmes for juvenile justice-related professionals been developed and approved by the relevant bodies? (Output 2.1)	Four skills-based, inter-linked, training modules or programmes developed in line with international standards with the support of UNICEF experts for: - the police; - prosecutors; - defence lawyers; and - judges with the participation of law students from Montenegro's Faculty of Law - Stakeholders and beneficiaries consider that the training modules are effective	- Curricula for each of module/programme - Minutes of related consultations / lecture notes - International standards - Stakeholder / beneficiary interviews	Desk review Interviews	Progress Report (Annex) - MoJ - MLSW - MoI - Courts - Prosecutor's Office - Police Academy - Bar Association - Judicial Training Centre Programme Interviews with stakeholders and beneficiaries International standards
	All 4 training programmes accredited by the relevant bodies (MoJ/Prosecutor's Office; Police Academy; Bar Association; Judicial Training Centre)	Confirmation (official correspondence) that the training modules/programmes have been accredited by the relevant bodies	Desk review	- Progress Report - UNICEF - MoJ - MoLSW - Prosecutor's Office - Police Academy - Bar Association - Judicial Training Centre
	Printing and distribution of 1000 specialised programmes to all relevant institutions (featured in the initial budget and amended work plan)	Number of each type of specialised programme distributed, and to which institutions (including their locations)	Desk review	- UNICEF - MoJ - MLSW - Prosecutor's Office - Judicial Training Centre - Police Academy - Bar Association

	Specialised education programmes communicated to the Montenegro's Faculty of Law	Confirmation as to whether the specialised programmes have been communicated to the Faculty	Desk review	<ul style="list-style-type: none"> - UNICEF - MoJ - MLSW - Prosecutor's Office - Judicial Training Centre - Police Academy - Bar Association
To what extent have juvenile justice professionals been selected, trained and passed the training on the treatment of children (relevant to their professional discipline)? (Output 2.2)	<p>100 juvenile justice professionals pass the training on treatment of children in conflict with the law and children victims and witnesses of crime:</p> <ul style="list-style-type: none"> - 25 judges - 25 prosecutors - 25 police officers - 25 defense lawyers <p>Perceptions of trained juvenile justice professionals of effectiveness</p>	<p>Number of juvenile justice professionals from each juvenile justice institution who has undergone specialised, tailor-made training, including a description of their role/title and responsibilities</p> <p>Views of trained juvenile justice professionals</p>	<p>Desk review</p> <p>Interviews</p>	<ul style="list-style-type: none"> - UNICEF - MoJ - MLSW - Judiciary - Prosecutor's Office - Police Academy - Bar Association - Judicial Training Centre Programme - Mediation Centre - Progress report - Interviews with participants
	<p>Training of trainers and training guidelines developed and provided to the representatives of the Police Academy, Judicial Training Centre, MoJ and Bar Association (included in the amended work plan)</p> <p>Participants consider that this training is effective</p>	<ul style="list-style-type: none"> - Training of trainers programme - Training guidelines - Confirmation of the dates on which training was held - List of participants of the training sessions, including their role/title and responsibilities <p>Views of professionals</p>	<p>Desk review</p> <p>Interviews</p>	<ul style="list-style-type: none"> - UNICEF - MoJ - Bar Association - Judicial Training Centre - Police Academy <p>Interviews with professionals</p>
	<p>Training for 20 juvenile justice professionals on the UN Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime developed and delivered</p> <p>Perceptions of participants on effectiveness</p>	<ul style="list-style-type: none"> - Training programme - Number of professionals who received the training, including their title/role and responsibilities <p>- Views of participants</p>	<p>Desk review</p> <p>Interviews</p>	<p>For desk review documents:</p> <ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW - Bar Association - Judicial Training Centre - Police Academy

				- Interviews with participants
To what extent has the J4CI contributed to strengthening the capacities of juvenile justice professionals for implementing diversion measures and establishing community-based alternatives for children in conflict with the law? (Output 2.3)	<ul style="list-style-type: none"> - 18 inter-sectoral capacity-development and experience exchange sessions on diversion measures for juvenile justice professionals (police, prosecutors, defence lawyers, judges, social workers) held - Content of sessions is aligned with international standards on juvenile justice on implementing and establishing diversion options and community-based alternatives - Participants consider that the sessions strengthened their capacity to implement community-based alternatives 	<p>Documents:</p> <ul style="list-style-type: none"> - Number of exchange sessions on diversion held/proposed to be held - List of participants, including their sectors, role/title and responsibilities (in so far as the sessions have been held or the information is available for planned sessions) - Programmes or minutes of the sessions <p>International standards</p> <p>Views of participants</p>	<p>Desk review</p> <p>Interviews</p>	<p>For desk review documents:</p> <ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW - Mediation Centre - Police Academy - Prosecutor’s Office - Judicial Training Centre - Bar Association <p>International standards</p> <p>Interviews with participants</p>
	<p>[] working sessions on VOM held for [] professionals</p> <ul style="list-style-type: none"> - Content of sessions is aligned with international standards on juvenile justice on implementing and establishing diversion options and community-based alternatives - Participants consider that the sessions strengthened their capacity to implement community-based alternatives 	<p>Documents:</p> <ul style="list-style-type: none"> - Number of working sessions held/proposed to be held - List of participants, including their sectors, role/title and responsibilities (in so far as the sessions have been held or the information is available for planned sessions) - Programmes or minutes of the sessions <p>International standards</p> <p>Views of participants</p>	<p>Desk review</p> <p>Interviews</p>	<p>For desk review documents:</p> <ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW - Mediation Centre - Police Academy - Prosecutor’s Office - Judicial Training Centre - Bar Association <p>International standards</p> <p>Interviews with participants</p>
To what extent has the J4CI contributed to strengthening the capacities of juvenile	<ul style="list-style-type: none"> - Specialised training programme for social workers on juvenile justice, prevention programmes for children at risk, and on the implementation of the new Act, developed, 	<p>Documents:</p> <ul style="list-style-type: none"> - Number of social workers trained or to be trained on prevention programmes for children at risk and on the implementation of the new 	<p>Desk review</p> <p>Interviews</p>	<p>For desk review documents:</p> <ul style="list-style-type: none"> - UNICEF - MoLSW - MoJ

justice professionals to implement prevention mechanisms for children at risk of coming into conflict with the law? (Output 2.3)	accredited and aligned with international juvenile justice standards in juvenile justice; and - 30 social workers trained in the programme - Professionals consider that the specialised training has strengthened their capacity in this way	legislation (including their title/role, responsibilities and locations) - Training programme - Confirmation of accreditation by MoLSW - International standards - Views of participants		- Centres for Social Welfare - Centre for Children and Youth 'Ljubovic' - International standards Interviews with participants
	Development of Guidelines for social workers and related training provided to [] social workers - Guidelines and related trainings are in line with international standards on juvenile justice - Participants consider that the training has strengthened their capacity in this way	Documents: - Number of social workers trained or to be trained in the Guidelines (including their title/role, responsibilities and locations) - Training programme - International standards - Views of participants	Desk review Interviews	For desk review documents: - UNICEF - MoLSW - MoJ - Centres for Social Welfare International standards Interviews with participants
To what extent has the J4CI contributed to strengthening the capacity of children to implement prevention mechanisms for children at risk of coming into conflict with the law? (Output 2.3)	At least [500] high-school students (100 students from 5 High Schools) receive training on Techniques of Peaceful Conflict Resolution Content of training is in line with international standards on child rights and juvenile justice Participants consider that their capacities have been strengthened	- Details of the number of students participating in the Programme (their ages, schools, and location of school) - Details of the number of teachers participating in the programme (their specialism, schools, and location of schools) - The Techniques of Peaceful Conflict Resolution programme Views of participants	Desk review Interviews	For desk review: - Annex to the Progress Report (for the programme) - MoE - International standards - Interviews with participants
To what extent has the J4CI contributed to strengthening the	New Methodology and Programme of Work with juveniles in detention or prison at the Prison Administration drafted with UNICEF's	Documents: - Old Methodology and Programme of Work (if any)	Desk review Interviews	For desk review documents: - UNICEF - MoJ

<p>capacity of juvenile justice professionals to implement rehabilitation and reintegration programmes for children in conflict with the law?</p> <p>(Output 2.3)</p>	<p>technical assistance, namely (as per the grant application):</p> <ul style="list-style-type: none"> (i) Review of the MoJ Rulebook on House Rules for Execution of Juvenile Imprisonment Sentences; (ii) Review of programmes of treatment and work with juveniles subject to detention or custodial sanctions (iii) Design of protocols and procedures for promotion of cooperation among actors in post-institutional care (iv) Design and promotion of support programmes for juvenile offenders and reintegration programmes <p>- Methodology and Programme of Work and related documents are in accordance with international standards on juvenile justice</p> <p>- Professionals consider that their capacity has been so strengthened</p>	<ul style="list-style-type: none"> - New Manual on How to Deal with Juveniles in Juvenile Department, Individual Plan of Treatment and Post-Treatment - Any other documents relating to the development and promotion of new Methodology and Programme of Work (including related protocols and procedures, and support and reintegration programmes) - Minutes of meetings and consultations on the development of the new methodology and programme of work <p>- International standards on juvenile justice</p> <p>- Views of professionals</p>		<ul style="list-style-type: none"> - Prison Administration International standards Interview with professionals
	<p>[15] representatives of the Prison Administration trained in implementing child-centered programmes for institutional and post-institutional treatment of juveniles</p> <ul style="list-style-type: none"> - Training programme is aligned with international standards on juvenile justice - Participants consider that their capacity has been so strengthened 	<p>Documents:</p> <ul style="list-style-type: none"> - List of Prison Administration staff who have received the training, including their roles/titles and responsibilities - Training programme and materials <p>International standards</p> <p>Views of participants</p>	<p>Desk review</p> <p>Interviews</p>	<ul style="list-style-type: none"> - Annex of Progress Report for training programme For details of the prison administration staff: <ul style="list-style-type: none"> - UNICEF - MoJ - Prison Administration International standards For the interviews: <ul style="list-style-type: none"> Participants

	<p>Methodology and Programme of Work with children in conflict with the law at the 'Ljubovic' Centre revised in line with international standards, namely:</p> <p>(i) Design of programmes for temporary placement of juveniles in an educational institution as an alternative to detention;</p> <p>(ii) Design of protocols and procedures to enhance cooperation of all actors engaged in post-institutional care;</p> <p>(iii) Design and promotion of programmes of support to juvenile offenders and their integration</p> <p>- Methodology and Programme of Work and related documents are in accordance with international standards on juvenile justice</p> <p>- Professionals consider that their capacity has been so strengthened</p>	<p>Documents:</p> <ul style="list-style-type: none"> - Old Methodology and Programme of Work at the Centre (if any) - New Methodology and Programme of Work (including related protocols and procedures, and support and integration programmes, and promotional materials) - Minutes of meetings and consultations on the development of the Methodology and Programme of Work <p>International standards</p> <p>Views of professionals</p>	<p>Desk review</p> <p>Interviews</p>	<p>For desk review documents:</p> <ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW - Ljubovic Centre <p>International standards</p> <p>Interviews with professionals</p>
	<p>[15] professional staff members at the Ljubovic Centre who passed the training on implementation of rehabilitation and reintegration programmes for children in conflict with the law</p> <p>- Training programme is aligned with international standards on juvenile justice</p> <p>- Participants consider that their capacity has been so strengthened</p>	<p>Documents:</p> <ul style="list-style-type: none"> - List of staff members at the Centre - List of staff members at the Centre who passed the training, and a description of their respective roles and responsibilities - Training programme <p>International standards</p> <p>Views of participants</p>	<p>Desk review</p> <p>Interviews</p>	<ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW - Ljubovic Centre <p>International standards</p> <p>Participants (for interviews)</p>
	<p>Development of a specialised training programme on juvenile justice for correction workers, accredited and aligned with international standards in juvenile justice</p> <p>- Participants/ beneficiaries consider that their capacity has been so strengthened</p>	<p>Documents:</p> <ul style="list-style-type: none"> - Training programme - Confirmation of accreditation by the relevant institution(s) 	<p>Desk Review</p> <p>Interviews</p>	<p>For desk review documents:</p> <ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW <p>International standards</p>

		- International standards - Views of participants		Participants (for interviews)
To what extent have Professional Support Services (PSS) been established and the use of modern audio-visual equipment for child-friendly hearing procedures enabled in the Judiciary? (Output 2.4)	- 10 staff members trained to work at the PSS - Content and format of training aligns with international juvenile justice standards - Beneficiaries and stakeholders consider that the PSS, equipment and procedures are effective	Documents: - List of staff members trained to work at the PSS (including the staff members' roles/title, responsibilities and location) - Content and format of the training programme International standards Views of beneficiaries and stakeholders	Desk review Interviews	Documents: - MoJ - Judicial Council - Supreme State Prosecutor's Office International standards Beneficiaries and stakeholders
	Equipment and furniture provided for establishment of 3 PSS for Juveniles System enables procedures to be implemented in line with international juvenile justice standards	Documents: - Confirmation of the number and location of the PSS developed - Observation of the equipment and systems International standards	Desk review Observations and tours of the Professional Support Services	For documents: - Judicial Council - MoJ - Supreme State Prosecutor's Office - MLSW - Progress Report Tour and observation of the PSS
	Audio-visual equipment sets for child-friendly hearing procedures provided for 15 Prosecutor's Office/Courts Stakeholders and beneficiaries consider that the procedures are effective	Names and locations of the prosecutor's offices and courts in which the equipment sets have been/ are being/ will be installed International standards Observations of the equipment and procedures Views of the stakeholders and beneficiaries	Desk review Observations/ tours Interviews	Documents: - UNICEF - MoJ - Prosecutor's Office - Courts - Progress report International standards

				Interviews with stakeholders and beneficiaries Observations of implementation
	[30] staff members trained to operate the audio-visual equipment sets Training in line with international juvenile justice standards Staff consider that the training was effective	Documents: - List of participants who are trained in operating the equipment (including details on their roles and responsibilities, and locations) - Training programme International juvenile justice standards Views of staff	Desk review Interviews	Documents: - UNICEF - MoJ - Prosecutor's Office - Courts Interviews with staff
To what extent has the institutional and administrative capacity for the implementation of the new Act been strengthened? (Outcome 2)	Specialized training programmes on Juvenile Justice for judges, prosecutors, social workers, police, defence lawyers and correctional officers developed, accredited and aligned with international standards in juvenile justice - Stakeholders and beneficiaries are aware of the provisions of the new Act applicable to them and consider that their capacity has been so strengthened	Documents: See data list in respect of the specialised training programmes for outputs 2.1, 2.3 and 2.4 (above) International standards on juvenile justice Views of stakeholders and beneficiaries	Desk review Interviews	Documents: See data sources in respect of the specialised training programmes for outputs 2.1, 2.3 and 2.4 (above) International standards on juvenile justice Interviews with stakeholders and beneficiaries
	[] designated juvenile justice professionals (judges, prosecutors, defence lawyers, social workers, police officers and correctional officers) specialised to work in juvenile justice in line with international standards and new Act - designated juvenile justice professionals from each sector are aware of the provisions of the new Act applicable to them and consider that they have gained the requisite specialist knowledge and expertise	For documents, see data list in respect of the specialised training programmes for outputs 2.1, 2.3 and 2.4 (above) Views designated juvenile justice professionals from each sector	Desk review Interviews	For the desk review, see data sources in respect of the specialised training programmes for outputs 2.1, 2.3 and 2.4 (above) For the interviews: - Prosecutors - Police - Judges - Defence lawyers - Social workers

				- Correctional officers
	<p>100% of professional staff at the Ljubovic Centre have strengthened knowledge and skills for better planning and implementation of individual rehabilitation and reintegration programmes of work with children in conflict with the law in line with international standards on juvenile justice</p> <ul style="list-style-type: none"> - Observations of the practices at the Centre indicate that they are in line with international juvenile justice standards - Staff, children, parents/guardians and other relevant stakeholders (e.g. correction officers, social workers, lawyers) consider that staff have such strengthened knowledge and skills 	<p>For documents, see the data required in respect of the Ljubovic Centre for output 2.4 above.</p> <p>International standards on juvenile justice</p> <p>Evaluation of the practices at the Centre</p> <p>Views of stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Observation</p> <p>Interviews</p>	<p>For the desk review, see the data sources in respect of the Ljubovic Centre for output 2.4 above.</p> <p>For interviews and observation:</p> <ul style="list-style-type: none"> - Staff members at the Centre - Children attending the Centre - Parents/guardians of children attending the Centre - Social workers, correction officers, lawyers etc.
	<p>100% of Prison Administration staff country-wide with strengthened knowledge and skills for better planning and implementation of individual rehabilitation and reintegration programmes of work with children in conflict with the law in line with international standards</p> <ul style="list-style-type: none"> - Observations of the practices indicate that they are in line with international juvenile justice standards - Staff, children, parents/guardians and other relevant stakeholders consider that staff have such strengthened knowledge and skills 	<p>For documents, see the data required in respect of the training for Prison Administration staff for output 2.4 above.</p> <p>Observation of practices at juvenile prison units</p> <p>International standards</p> <p>Views of stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Observation of juvenile prison units</p> <p>Interviews</p>	<p>For the desk review, see the data sources in respect of the training for Prison Administration staff under output 2.4 above.</p> <p>For interviews and observations:</p> <ul style="list-style-type: none"> - children held in prison - parents/guardians of children held in prison - juvenile Prison Administration staff - other relevant stakeholders
	Juvenile justice professionals with strengthened skills and knowledge for	For documents, see the data required in respect of the diversion-related interventions under output 2.3 above.	<p>Desk review</p> <p>Observation</p>	For the desk review, see the data required in respect of the

	<p>implementation of diversion measures for juveniles in conflict with the law</p> <p>Baseline: 200</p> <p>Target: 300</p> <ul style="list-style-type: none"> - Observations of the practices indicate that they are in line with international juvenile justice standards - Juvenile justice professionals, children, parents/guardians and other relevant stakeholders consider that staff have such strengthened knowledge and skills 	<p>International juvenile justice standards</p> <p>Observation of diversion and mediation practices among trained professionals</p> <p>Views of stakeholders and beneficiaries</p>	<p>Interviews</p>	<p>diversion-related interventions under output 2.3 above.</p> <p>For observations:</p> <ul style="list-style-type: none"> - Mediation Centres <p>For interviews:</p> <p>Professionals participating in the training:</p> <ul style="list-style-type: none"> - MoJ - Mediators - Mediation Centre staff - Prosecutor's Office - Bar Association - Social workers - Police officers <p>Children subject to a diversion measure, including mediation:</p> <ul style="list-style-type: none"> - Children in conflict with the law - Children in contact with the law - Parents/guardians of the children - Other relevant stakeholders
	<p>3 PSS for cases involving children operational in judiciary</p> <p>The operation and implementation is in line with international standards on juvenile justice</p> <p>Stakeholders and beneficiaries consider that the PSS is effective</p>	<p>For documents: number of Professional Support services for cases involving children operational in MNE judiciary</p> <p>International juvenile justice standards</p> <p>Observation of the operations and services of the PSS</p> <p>Views of stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Observation of the PSS</p> <p>Interviews</p>	<p>For the desk review:</p> <ul style="list-style-type: none"> - Progress Report - EU Monitoring Report <p>For observation:</p> <ul style="list-style-type: none"> - Higher Court Bijelo Polje - Higher Court in Podgorica - Supreme State Prosecutor's Office in Podgorica <p>For interviews:</p> <ul style="list-style-type: none"> - Staff at the Professional Support Services

				<ul style="list-style-type: none"> - Children using the professional support services (both children in conflict with the law and children in contact with the law) - Parents/guardians of the children - Other relevant stakeholders and beneficiaries
	<p>30 representatives of the judiciary with skills to apply child-friendly hearing procedures</p> <ul style="list-style-type: none"> - Observation of hearings indicates that the procedures are in line with international juvenile justice standards - Stakeholders and beneficiaries consider that the procedures are child-friendly 	<p>For documents, see the data required in respect of the training on audio-visual equipment under output 2.4 above.</p> <p>International standards on juvenile justice</p> <p>Observation of hearings</p> <p>Views of stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Observation of hearings</p> <p>Interviews</p>	<p>For the desk review, see the data sources in respect of the training on audio-visual equipment under output 2.4 above.</p> <p>For the observations:</p> <ul style="list-style-type: none"> - Hearings at the locations at which audio-visual equipment is being or has been installed - Observation of the interview rooms and new facilities Interviews with stakeholders who have used the facilities: <ul style="list-style-type: none"> - Judges - Children in conflict with the law - Children in contact with the law (i.e. witnesses and victims) - Parents/guardians of the children - Defence lawyers
OUTCOME 3 (OUTPUTS 3.1 AND 3.2)				
To what extent has the J4CI increased public awareness on juvenile	At least 5 programmes developed in the 'Ljubovic' Centre and Prison Administration targeting the active participation of children	Documents:	<p>Desk review</p> <p>Observation</p>	<p>For the desk review data:</p> <ul style="list-style-type: none"> - UNICEF - MoJ

<p>justice matters through active participation of boys and girls in conflict with the law in promotion of their rights?</p> <p>(Outcome 3; Outputs 3.1 and 3.2)</p>	<p>in conflict with the law in cultural, sport and educational activities (in cooperation with representatives of sport, educational and cultural organisations (SCOs) and with child participation)</p> <p>- Content of the programmes are in line with international juvenile justice standards</p> <p>- Stakeholders and beneficiaries consider that the programmes raise public awareness, involve the active participation of boys and girls in conflict with the law, and promote their rights</p>	<ul style="list-style-type: none"> - Number of programmes developed/ are being developed - Where the programmes were developed/ are being developed - Stakeholders involved in the development of the programmes - Minutes of consultation meetings in the development of the programmes or agendas for such meetings if they have not yet been held <p>International juvenile justice standards</p> <ul style="list-style-type: none"> - Observation of the implementation of the programmes in practice - Views of the participating stakeholders 	<p>Interviews</p>	<ul style="list-style-type: none"> - MoLSW - 'Ljubovic Centre - Prison Administration - Progress Report - EU Monitoring Report <p>For observation of the development and/or implementation of the programmes:</p> <ul style="list-style-type: none"> - The 'Ljubovic' Centre - The relevant prisons - SCOs <p>For interviews:</p> <ul style="list-style-type: none"> - MoJ - MoLSW - Municipalities and local communities - Prison Administration - 'Ljubovic' Centre staff - children at the 'Ljubovic' Centre and relevant prisons who participated in the development of the programmes - Children at the 'Ljubovic' Centre and relevant prisons who are the intended beneficiaries of the programmes <p>International juvenile justice standards</p>
	<p>50 children in conflict with the law participating in the design of the new programmes</p>	<p>Documents:</p>	<p>Desk review</p> <p>Interviews</p>	<p>For the desk review data:</p> <ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW

	<p>- Participants consider that they had active involvement in the design</p>	<ul style="list-style-type: none"> - Number of children in conflict with the law participating in the design of the new programmes - Where the children are located (i.e. in which centre/ prison) - Details of the methods of participation (e.g. minutes of meetings/agenda) - Views of the children 		<ul style="list-style-type: none"> - 'Ljubovic Centre - Prison Administration - Progress Report - EU Monitoring Report <p>For interviews:</p> <ul style="list-style-type: none"> - Children at the 'Ljubovic' Centre and relevant prisons who participated in the development of the programmes
	<p>20 promotional and visibility actions undertaken and events organised to promote the rights of children in conflict with the law</p> <p>Content of the actions and events are in accordance with international juvenile justice standards</p> <p>Stakeholders and beneficiaries consider that the programmes raise public awareness, involve the active participation of boys and girls in conflict with the law, and are effective in promoting their rights</p>	<p>In addition to the materials relating to outcomes 1 to 3, materials relating to:</p> <ol style="list-style-type: none"> 1) The Launch of the J4CI, including the location, and list of participants 2) Leaflets on the J4CI and the number and locations of their distribution 3) Number of copies of the new Act distributed per institution/sector, and brief details of the institution (e.g. if it is an NGO) <p>International standards</p> <p>Views of stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Interviews</p>	<ul style="list-style-type: none"> - See data sources under outcomes 1 to 3 above and below) - UNICEF - MoJ/ MoLSW - Articles in newspapers and/or websites of the project - Progress report Interviews with stakeholders and beneficiaries
	<p>Selected educational, sport and cultural programmes integrated in regular curriculum of juvenile justice institutions</p> <p>Content and format of the programmes are in line with international juvenile justice standards</p>	<ul style="list-style-type: none"> - Content and format of the selected programmes - Confirmation and list of juvenile justice institutions into which the programmes have been/ are being integrated International standards Views of stakeholders and beneficiaries 	<p>Desk review</p> <p>Interviews</p>	<p>For desk review documents:</p> <ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW - SCOs - Other relevant institutions International standards

	Stakeholders and beneficiaries consider that the programmes raise public awareness, involve the active participation of boys and girls in conflict with the law, and promote their rights			Interviews with stakeholders and beneficiaries
	Short film and radio show on the rights of children in conflict with the law produced with child participation and widely distributed Content and format of are in line with international juvenile justice standards Stakeholders and beneficiaries consider that the interventions raise public awareness, involve the active participation of boys and girls in conflict with the law, and promote their rights	Desk review: - Short film and radio programme - Frequency of its broadcasting International standards Views of stakeholders and beneficiaries	Desk review Interviews	For desk review: - UNICEF - MoJ - MoLSW - Ministry of Culture (MoC) - Ministry of Education and Sport (MoES) - NGOs International standards Interviews with stakeholders and beneficiaries
	50 media reports on the rights of children in conflict with the law during the project period Stakeholders and beneficiaries consider that the interventions raise public awareness, involve the active participation of boys and girls in conflict with the law, and promote their rights	Media reports International standards Views of stakeholders and beneficiaries	Desk review Interviews	Desk review: - Articles in newspapers and/or websites - Arhimed media company International standards Interviews with stakeholders and beneficiaries
Has the project provided any additional significant contributions/ outcomes which were not directly planned by the project?	Significant outputs and outcomes arising from the activities comprising J4CI which were not included in the Theory of Change or LogFrame Stakeholders and beneficiaries consider that there were outputs and outcomes arising from the J4CI activities which were not	Documents: Details on any significant outputs and outcomes arising from the activities comprising J4CI which were not included in the Theory of Change or LogFrame Views of stakeholders and beneficiaries	Desk review Interviews Observations	- Progress Report - EU Monitoring Report Interviews: - MoJ; MoLSW; MoC; MoES; Ministry of Interior (MoI) - Judges

	reflected in the ToC or LogFrame, and were not generally planned by the intervention Observation of the interventions and implementation of the activities in the field highlights outcomes and outputs not reflected in the ToC or LogFrame or generally envisaged by J4CI			<ul style="list-style-type: none"> - Prosecutor's Office - Bar Association - Police - Children in conflict with the law - Children in contact with the law - Parents/guardians of the children - SCOs - NGOs <p>Observations of interventions (see above)</p>
To what extent has the J4CI contributed to strengthening capacities of juvenile justice professionals and government stakeholders to monitor and manage the J4CI implementation process?	<ul style="list-style-type: none"> - Members of the Steering Committee and Technical Working Group include experts on juvenile justice reform project implementation - Regular meetings of the Steering Committee and Technical Working Group convened to manage the implementation process and address any issues - Capacity-strengthening initiatives for MoJ, MoSLW and other government officials tasked with leading consultations and meetings - Juvenile justice professionals and other stakeholders consider that they have such strengthened capacities 	<p>Documents:</p> <ul style="list-style-type: none"> - List of members of the Steering Committee and Technical Working Group, and their respective roles/titles, expertise and responsibilities in the J4CI - Minutes of the meetings of the Steering Committees and Technical Working Group - Details of any capacity-strengthening initiatives for MoJ, MoSLW and other government officials tasked with leading consultations and meetings involved in the J4CI implementation process - Views of professionals and stakeholders 	<p>Desk review</p> <p>Interviews</p>	<p>For desk review:</p> <ul style="list-style-type: none"> - Progress Report - EU Monitoring Report - UNICEF - MoJ - MoLSW - Steering Committee - Technical Working Group <p>Interviews:</p> <ul style="list-style-type: none"> - MoJ; MoLSW; MoC; MoES; Ministry of Interior (MoI) - Members of the Steering Committee - Members of the Technical Working Group - Other juvenile justice professionals and stakeholders
EFFICIENCY: To what extent did the management of the project ensure timelines and efficient utilization of resources?				
To what extent were activities implemented	- Activities conducted according to scheduled work plan	<p>Documents:</p> <ul style="list-style-type: none"> - Scheduled work plan for J4CI 	Desk Review	<ul style="list-style-type: none"> - EU Monitoring Report - Progress Report

as scheduled, and what management and monitoring tools were used to monitor their timely delivery?	- Feedback from stakeholders and beneficiaries indicates that activities were implemented as scheduled	- Diary of actual implementation of activities Views of stakeholders and beneficiaries	Interviews	- Amended action plan for implementing the action (UNICEF/ MoJ/ MoLSW) Interviews with stakeholders and beneficiaries
	- Regular meetings of the Steering Committee and Technical Working Group convened to manage the implementation process and address any issues, with reference to the LogFrame ToC - Feedback from stakeholders and beneficiaries indicates that the ToC, LogFrame and any other management tools were used to monitor timely delivery	- List of planned and achieved activities presented to each PSC meeting - Minutes of meetings of Steering Committee and Technical Working Group Views of stakeholders and beneficiaries	Desk review Interviews	- UNICEF - MoJ - MoLSW - Steering Committee - Technical Working Group
Are the costs incurred to date within budget, and is there a reasonable explanation for any over or under-spending?	- Costs incurred in each of Year 1 and Year 2 do not exceed the planned budget for those years; - Costs incurred in respect of each activity as set out in the ToC and LogFrame do not exceed the budget for those items - Reasonable explanation for any variances between the planned and actual expenditure provided by managing MoJ and MoLSW representatives	Documents: - Budget - Actual expenditure incurred and expenditure to be incurred - Budget and actual expenditure per activity as set out in the ToC and LogFrame Views of managing MoJ and MoLSW	Desk review Interviews	Desk review: - EU Monitoring Report - Progress Report - Financial report set against the contractual budget) - Budget for the Action - Budget and actual expenditure per activity as set out in the ToC and LogFrame Interviews with managing MoJ and MoLSW members
Is the relationship between the costs incurred to date and results reasonable (e.g. were there sufficient resources?)	Costs incurred in respect of the activities implemented to date are reasonable as compared with the corresponding outputs, outcomes and impact of each activity (see indicators above)	Desk review: - Financial report - Effectiveness of outputs, outcomes and evaluation of impact so far (see Evaluation Matrix above and below)	Desk review Observations Interviews	Desk review: - EU Monitoring Report - Progress Report - Financial report set against the contractual budget - Budget for the Action

Could the same results have been achieved with less cost?)	Managing MoJ and MoLSW members, and other stakeholders and beneficiaries consider that the relationship was reasonable	<ul style="list-style-type: none"> - Budget and actual expenditure per activity as set out in the ToC and LogFrame - Views of stakeholders and beneficiaries - Observations of outputs, outcomes and impact of interventions in practice 		<ul style="list-style-type: none"> - Budget and actual expenditure per activity as set out in the ToC and LogFrame For observation, see the relevant activity, output, outcome and impact outlined in this Evaluation Matrix. Interviews with stakeholders and beneficiaries
Did the J4CI ensure co-ordination with other similar interventions to encourage synergy and avoid overlaps?	<p>J4CI activities were coordinated with and did not overlap with interventions of the following projects:</p> <ul style="list-style-type: none"> - National Strategy on Judicial Reform (2007-2012) - Twinning Project on the Reform of the Penitentiary System - Establishment of the Judicial Information System (PRIS) within the MoJ - National Strategies for the Reform of Child and Social Protection, Poverty Reduction and Social Exclusion Strategies (2008-2012) <p>Stakeholders and beneficiaries consider that there was coordination, synergy and no overlap</p>	<ul style="list-style-type: none"> - Description of Action - Government's J4CI policy document - Documentation evidencing J4CI design phase <p>Work plans for the following:</p> <ul style="list-style-type: none"> - National Strategy on Judicial Reform (2007-2012) - Description of the Twinning Project on the Reform of the Penitentiary System - Plan for the establishment of the Judicial Information System (PRIS) within the MoJ - National Strategies for the Reform of Child and Social Protection, Poverty Reduction and Social Exclusion Strategies (2008-2012) - Other relevant national juvenile justice policy and strategy documents <p>Views of stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Interviews</p>	<p>For the Description of Action:</p> <ul style="list-style-type: none"> - Theory of Change - LogFrame - EU Monitoring Report <p>For the other documents:</p> <ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW <p>Interview with stakeholders and beneficiaries</p>
How flexible was the J4CI design in adapting to the changing environment (impact of the economic crisis, etc.)?	<ul style="list-style-type: none"> - Economic, political, cultural and social experts and juvenile justice institutions/ sectors represented in the Technical Working Group meetings - Meetings of the Technical Working Group held to discuss how to adapt to changing 	<p>Documents:</p> <ul style="list-style-type: none"> - Minutes of the meetings of the Technical Working Group - List of follow-up actions of the Technical Working Group 	<p>Desk Review</p> <p>Interviews</p>	<p>For the desk review:</p> <ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW <p>Interviews:</p>

	<p>economic, social, cultural or economic environment</p> <ul style="list-style-type: none"> - Remedial steps taken by the Technical Working Group to address changing environment - Stakeholders and beneficiaries consider that the J4CI design was flexible enough to enable them to adapt to any economic, political, social or cultural changes in the environment 	<p>Views of participants on the ability to adapt the J4CI according to any changes in the economic, political, social or cultural environment</p>		<ul style="list-style-type: none"> - MoJ; MoLSW; MoC; MoES; MoI - Members of the Steering Committee - Members of the Technical Working Group - Other juvenile justice professionals, stakeholders and beneficiaries
	<ul style="list-style-type: none"> - Regular updating of UNICEF's internal tracking tool to monitor progress and implementation - Regular circulation of internal tracking tool to all partners - Stakeholders and beneficiaries consider that they regularly received updated monitoring and tracking tools and had clear troubleshooting strategies 	<p>Documents</p> <ul style="list-style-type: none"> - Samples of the internal tracking tool - Confirmation of the frequency at which the tracking tool was updated and circulated in English and Montenegrin - Confirmation that the partners received the updated tool and details of frequency - Views of stakeholders and beneficiaries 	<p>Desk review</p> <p>Interviews</p>	<p>For the desk review documents:</p> <ul style="list-style-type: none"> - UNICEF - MoJ - MoLSW <p>Interviews:</p> <ul style="list-style-type: none"> - MoJ; MoLSW; MoC; MoES; MoI - Members of the Steering Committee - Members of the Technical Working Group - Other juvenile justice professionals, stakeholders and beneficiaries
<p>To what extent are HR & GE a priority in the budget and implementation of J4CI?</p>	<p>International juvenile justice, HR & GE standards will be used to evaluate the following:</p> <ul style="list-style-type: none"> - Reasonable financial resources were allocated in the budget to address the HR & GE issues identified during the design phase of the project - Reasonable resources (financial, human and time) were allocated to overcome any challenges to achieving full respect for HR & GE in practice 	<p>Documents:</p> <ul style="list-style-type: none"> - Proposed budget - Financial report - Budget and actual expenditure in respect of each activities as set out in the ToC and LogFrame - Work plan and amended work plan - Diary of actual implementation of the activities - Documentation concerning the design and budgeting of J4CI 	<p>Desk review</p> <p>Interviews</p>	<p>Documents:</p> <ul style="list-style-type: none"> - Budget allocation - Financial report - Budget and actual expenditure in respect of each activities as set out in the ToC and LogFrame - Progress Report - EU Monitoring Report - Initial work plan - Amended work plan

	- Stakeholders and participants consider that sufficient financial resources were allocated and reasonable resources were allocated to any HR & GE challenges in practice	- Details of the HR & GE issues arising in the implementation of the J4CI and details on how they were resolved (via minutes of the Technical Working Group) Views of stakeholders and beneficiaries		- J4CI design documentation from UNICEF, MoJ and MoLSW - Minutes of the meeting of the Technical Working Group Interviews with stakeholders and beneficiaries
IMPACT: To what extent has the J4CI increased system's capacities to ensure that more children benefit from full application of international norms and standards when they come into contact with justice and related systems as alleged offenders, victims and witnesses of crime?				
Is there early evidence that the J4CI has contributed to increasing the percentage of children who benefit from full application of international norms and standards when they come into contact with justice and related systems as alleged offenders, victims and witnesses of crime or for other reasons where judicial, state administrative or non-state adjudication is needed?	During the implementation period, there has been a: - Percentage decrease in the number of children held in detention; - Percentage decrease in the number of child deaths in detention; - Percentage decrease in the number of children in detention not wholly separated from adults; - Percentage increase in the number of children in detention receiving or making at least one family visit every three months - Percentage decrease in the number of children sentenced to deprivation of liberty - See rest of 'Impact' below for more indicators) Stakeholders and beneficiaries consider that the J4CI has contributed to such increases/decreases	Percentage of the following for 2010, 2011, (July) 2012, 2013 and so far in 2014: - Number of children held in detention; - Number of child deaths in detention; - Number of children in detention not wholly separated from adults; - Number of children in detention receiving or making at least one family visit every three months - Number of children sentenced to deprivation of liberty (including disaggregated data regarding boys and girls) - See rest of 'Impact' below for data required for the other indicators Views of stakeholders and beneficiaries	Desk review Interviews	UNICEF to provide percentages. Other desk review documents: - Applicable legislation - Reports of MNE Judiciary - Ombudsman Reports - Progress report - EU Monitoring Report - National and international human rights organisations reports - UNICEF Annual Reports - Also see rest of 'Impact' below for data sources for the sub-indicators) Interviews: - Children in conflict with the law - Children in contact with the law - Children at risk of coming into conflict with the law - MoJ - MoLSW

				<ul style="list-style-type: none"> - Juvenile justice institutions/ sectors - Other stakeholders and beneficiaries
<p>What is the likelihood that the project will contribute to an increase in the percentage of children in conflict with the law benefiting from diversion measures?</p>	<p>30% increase in the number of boys and girls in conflict with the law diverted from regular court proceedings through diversion measures during the J4CI implementation period</p>	<p>Documents:</p> <ul style="list-style-type: none"> - Percentage of boys, percentage of girls, and total percentage of children, who were in conflict with the law and diverted from regular court proceedings through diversion measures (in 2010, 2011, 2012, 2013 and so far in 2014) - Disaggregated data according to gender of the child and number and type of diversion measures used each year <p>International juvenile justice standards</p>	<p>Desk review</p>	<ul style="list-style-type: none"> - Progress Report - Annual Reports of the Supreme State Prosecutor's Office - Annual Reports of the Judicial Council - Reports of MNE Judiciary - Ombudsperson's Report - MNE Statistical Office Yearbooks - UNICEF Annual Reports for Montenegro - EU Monitoring Report - National and international human rights organisation reports - International juvenile justice standards
	<p>Stakeholders and beneficiaries consider that J4CI interventions have contributed to the increase</p> <p>Implementation of diversion measures in practice are in line with international juvenile justice standards</p>	<p>Views of stakeholders and beneficiaries</p> <p>Observation of implementation of diversion measures in practice</p> <p>International juvenile justice standards</p>	<p>Observations</p> <p>Interviews</p>	<p>For observations:</p> <ul style="list-style-type: none"> - Mediation Centres - [other] <p>For interviews:</p> <p>Juvenile justice professionals:</p> <ul style="list-style-type: none"> - MoJ - Mediators - Mediation Centre staff - Prosecutor's Office - Bar Association - Social workers - Police officers

				<ul style="list-style-type: none"> - Children in conflict with the law - Children in contact with the law - Parents/guardians of the children - Other stakeholders and beneficiaries
<p>What is the likelihood that the project will contribute to an increase in the percentage of children benefiting from prevention programmes?</p>	<p>[] percent of schools in Montenegro participating in the Techniques of Peaceful Conflict Resolution programme</p> <p>Content of the programme is in line with international standards on juvenile justice and child rights</p> <p>Children and teachers who participated in the programme consider that it will contribute to a percentage increase</p> <p>Other stakeholders and beneficiaries also consider that the programme will contribute to a percentage increase</p>	<p>Documents:</p> <ul style="list-style-type: none"> - Percentage of schools in Montenegro benefiting from the Techniques of Peaceful Conflict Resolution - English translation of the programme <p>International standards</p> <p>Views of children and teachers who participated in the training</p> <p>Views of other stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Interviews</p>	<p>UNICEF to provide:</p> <ul style="list-style-type: none"> - Percentage - English translation of the programme <p>International standards</p> <p>Interviews with children and teachers who participated in the training</p> <p>Interviews with other stakeholders and beneficiaries</p>
	<p>Percentage increase of social workers trained in prevention mechanisms for children at risk of coming into conflict with the law during the implementation period</p> <p>International standards on juvenile justice will be used to measure whether the practices of such social workers are in line with such standards</p> <p>Stakeholders and beneficiaries (particularly social workers and children at risk) consider that the intervention has/ will contribute to a percentage increase</p>	<p>Documents:</p> <ul style="list-style-type: none"> - Percentage of social workers in Montenegro trained in prevention mechanisms for children at risk of coming into conflict with the law (in 2010, 2011, 2012, 2013 and so far in 2014) - English translations of the programmes and related training programmes <p>International standards on juvenile justice</p> <p>Views of and interviews with stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Interviews</p>	<p>For desk review documents:</p> <ul style="list-style-type: none"> - UNICEF <p>Stakeholders and beneficiaries for interviews</p>

	<p>Decrease in the number of children coming into conflict with the law during the implementation period</p> <p>Stakeholders and beneficiaries consider that the J4CI interventions have contributed to this decrease</p>	<p>Number of children coming into conflict with the law in 2010, 2011, 2012, 2013 and so far in 2014 (including disaggregated data for boys and girls)</p> <p>Views of stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Interviews</p>	<p>For desk review documents:</p> <ul style="list-style-type: none"> - UNICEF - MoLSW and MoJ - Progress Report - Annual Reports of the Supreme State Prosecutor's Office - Annual Reports of the Judicial Council - Reports of MNE Judiciary - Ombudsperson's Report - MNE Statistical Office Yearbooks - UNICEF Annual Reports for Montenegro - EU Monitoring Report - National and international human rights organisation reports <p>Interviews with stakeholders and beneficiaries</p>
<p>What is the likelihood that the project will contribute to an increase in the number of children benefiting from rehabilitation and reintegration programmes?</p>	<p>80 percent of girls and boys residing in juvenile institutions participating in child rights based rehabilitation and reintegration programmes</p> <p>Stakeholders and beneficiaries consider that the J4CI interventions have contributed to this increase</p> <p>International standards on juvenile justice will be used to measure whether the implementation of the programmes in practice are in line with such standards</p>	<p>Documents:</p> <ul style="list-style-type: none"> - Percentage of girls and boys residing in juvenile institutions participating in child rights based rehabilitation and reintegration programmes (in 2010, 2011, 2012, 2013 and as at May 2014) - Disaggregated data according to girls and boys per year <p>International standards on juvenile justice</p> <p>Views of stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Interviews</p>	<p>UNICEF to provide percentage</p> <p>Stakeholders and beneficiaries for interviews</p>

	<p>20 percent increase in the number of children exposed to child rights-based rehabilitation programmes during the implementation period</p> <p>Stakeholders and beneficiaries consider that the J4CI interventions have contributed to this increase</p> <p>International standards on juvenile justice will be used to measure whether the implementation of the programmes in practice are in line with such standards</p>	<p>Percentage of children (including disaggregated statistics for girls and boys) participating in child rights-based rehabilitation programmes in 2010, 2011, 2012 (July), 2013, and so far in 2014</p> <p>International juvenile justice standards</p> <p>Views of stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Interviews</p>	<p>UNICEF to provide percentage</p> <p>Stakeholders and beneficiaries for interviews</p>
	<p>Percentage increase during the implementation period in the number of children released from detention receiving structured aftercare</p> <p>Stakeholders and beneficiaries consider that the J4CI interventions have contributed to this increase</p>	<p>Percentage of children released from detention receiving structured aftercare in 2010, 2011, July 2012, 2013 and so far in 2014 (including disaggregated data for boys and girls if available)</p> <p>Views of stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Interviews</p>	<p>UNICEF to provide percentages</p> <p>Stakeholders and beneficiaries for interviews</p>
	<p>Children and staff at the 'Ljubovic' Centre and at the Prison Administration, as well as other related stakeholders and beneficiaries, consider that the J4CI interventions have, are or will contribute to children benefiting from the reintegration and rehabilitation programmes</p>	<p>Views of the children and staff, and other related stakeholders and beneficiaries</p>	<p>Interviews</p>	<p>Children participating in rehabilitation and reintegration programmes at the 'Ljubovic' Centre and Prison Administration</p> <p>Staff at the 'Ljubovic' Centre and Prison Administration</p> <p>Other related stakeholders and beneficiaries</p>
<p>What is the likelihood that the J4CI will contribute to a tangible improvement of the treatment of children in conflict</p>	<p>70% of Prosecutors' Offices apply child-friendly hearing procedures for children in conflict with the law, and child victims and witnesses of crime</p>	<p>Percentage of basic Prosecutors' Offices applying child-friendly hearing procedures for children in conflict with the law, and child victims and witnesses of crime (as at 2010, 2011, July 2012, 2013 and 2014)</p>	<p>Desk review</p> <p>Interviews</p> <p>Observations</p>	<p>UNICEF to provide percentage. For the observations:</p> <ul style="list-style-type: none"> - Hearings at the locations at which audio-visual equipment is being or has been installed

with the law, and child victims and witnesses of crime, in line with child-friendly hearing procedures and relevant standards?	Stakeholders and beneficiaries consider that the J4CI interventions have contributed to achieving this percentage International standards on juvenile justice will be used to measure whether the procedures in practice are in line with such standards	International standards on juvenile justice Views of stakeholders and beneficiaries Observation of practices		- Observation of the interview rooms/hearings and new facilities Interviews with stakeholders who have used the facilities: - Prosecutors/ judges - Children in conflict with the law - Children in contact with the law (i.e. witnesses and victims) - Parents/guardians of the children - Defence lawyers
	Percentage increase in the number of courts applying child-friendly hearing procedures for children in conflict with the law, and child victims and witnesses of crimes during the implementation period Stakeholders and beneficiaries consider that the J4CI interventions have contributed to this increase International standards on juvenile justice will be used to measure whether the procedures in practice are in line with such standards	Percentage of basic courts applying child-friendly hearing procedures for children in conflict with the law and child victims and witnesses of crime (in 2010, 2011, July 2012, 2013, 2014) International standards on juvenile justice Views of stakeholders and beneficiaries Observation of practices	Desk review Interviews Observations	UNICEF to provide percentage For the observations: - Hearings at the locations at which audio-visual equipment is being or has been installed - Observation of the interview rooms/hearings and new facilities Interviews with stakeholders who have used the facilities: - Prosecutors/ judges - Children in conflict with the law - Children in contact with the law (i.e. witnesses and victims) - Parents/guardians of the children - Defence lawyers
To what extent has the J4CI contributed and/or is likely to contribute to raising	See outcome 3 and outputs 3.1 and 3.2 above	Views of stakeholders and beneficiaries	Interviews	Stakeholders and beneficiaries

awareness of the need and obligation to deal with children alleged of violating the penal law in accordance with the spirit and letter of the UNCRC?	Stakeholders and beneficiaries consider that the J4CI interventions have/are/will contribute to raising such awareness			
Have any unplanned effects or factors contributed to achieving/not achieving the desired project impact so far or are likely to contribute to achieving/not achieving the intended impact in the future?	No foreseeable impacts, outcomes or factors other than those envisaged by the Theory of Change, LogFrame or Grant Application have contributed, or are likely to contribute, to achieving/not achieving the desired outcomes or Impact of J4CI	Information on any impacts, outcomes or factors other than those envisaged by the Theory of Change, LogFrame or Grant Application which have contributed, or are likely to contribute, to achieving/not achieving the desired outcomes or Impact of J4CI	Desk review Interviews	Desk review: - Progress Report - EU Monitoring Report - other inception documents Interviews: - MoJ; MoLSW; MoC; MoES; MoI - Members of the Steering Committee - Members of the Technical Working Group - Juvenile justice officials who have participated in organising or implementing J4CI (police; prosecution, judges, defence lawyers, Mediation Centre, correction officers, social workers); - Children in conflict with the law - Children in contact with the law - Parents/guardians of the children - SCOs - NGOs - other stakeholders
SUSTAINABILITY: To what extent are the project outcomes achieved sustainable?				

<p>Did the J4CI design include an appropriate sustainability strategy (including promoting national/local ownership, use of local capacity, etc.) to support positive changes arising from the J4CI after the end of the intervention?</p>	<ul style="list-style-type: none"> - National stakeholders involved in the design and implementation of J4CI - Capacity-building initiatives integrated into J4CI - Stakeholders trained - Training integrated into professional curricula and communicated to Montenegro's Faculty of Law - Training of trainers provided - Stakeholders and beneficiaries consider that the J4CI design included an appropriate sustainability strategy to support positive changes arising from the J4CI after the end of the intervention 	<p>See data required under 'Effectiveness' above.</p> <p>Views of stakeholders and beneficiaries</p>	<p>See data collection methods outlined under 'Effectiveness' above</p> <p>Interviews</p>	<p>See data collection sources outlined under 'Effectiveness' above</p> <p>Stakeholders and beneficiaries for interviews</p>
<p>To what extent the does the legislative framework developed and policy documents produced provide a ground for sustainable and coordinated implementation of:</p> <p>Diversion measures /community-based alternatives;</p> <p>Rehabilitation and reintegration programmes;</p> <p>Prevention programmes;</p>	<ul style="list-style-type: none"> - The legislative framework and policy documents contain future coordination and sustainability strategies; - Representatives from government ministries, juvenile justice institutions/ sectors and other stakeholders approve and/or adopt the legislation and policies; - Plans have been/ are being/ will be made to incorporate the implementation of the policies and legislation in future funding plans; - Policies and legislation have been/ are being/ will be incorporated into government strategies - Stakeholders and beneficiaries consider that they provide a ground for sustainable and coordinated implementation of the interventions. 	<p>Documents:</p> <ul style="list-style-type: none"> - English translations of the legislative framework and policy documents (for which see 'Effectiveness' above) - Confirmation of official approval or adoption of the legislation and strategies - Details of any plans to incorporate the legislative framework and policies in funding plans or national strategies <p>Views of stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Interviews</p>	<p>For desk review documents:</p> <ul style="list-style-type: none"> - UNICEF - MoJ -MoLSW - Juvenile justice bodies - Other relevant stakeholders <p>Stakeholders and beneficiaries for interviews</p>

Professional Support Services?				
To what extent is the strengthened national juvenile justice data-collection and monitoring mechanism (PRIS) likely to be effective beyond the project time-frame?	<ul style="list-style-type: none"> - 50 designated staff members have passed the training for using the database - Training of trainers provided - Regular collection, reporting and analysis of data strategies implemented; - Users, and other stakeholders and beneficiaries, consider that the mechanism has been strengthened and is likely to be effective post July 2014 	<p>Documents: See data required for output 1.3 and outcome 1 above</p> <p>Views of users of the mechanism, and other stakeholders and beneficiaries</p>	<p>See data methods required for output 1.3 and outcome 1 above</p> <p>Interviews</p>	<p>See data sources required for output 1.3 and outcome 1 above.</p> <p>For interviews, users of PRIS, and other stakeholders and beneficiaries</p>
To what extent are new knowledge and skills relevant to the implementation of the new Act integrated into regular activities of juvenile justice-related professionals?	<ul style="list-style-type: none"> - Development of specialised training programmes integrated into professional curricula and communicated to Montenegro's Faculty of Law - Training of trainers integrated into J4CI - Training in diversion, prevention programmes, and rehabilitation and reintegration programmes - Stakeholders and beneficiaries consider that new knowledge and skills have been so integrated 	<p>For documents, see data required under 'Effectiveness' above.</p> <p>Views of stakeholders and beneficiaries.</p>	<p>See data collection methods outlined under 'Effectiveness' above.</p> <p>Interviews</p>	<p>See data collection sources outlined under 'Effectiveness' above.</p> <p>For interviews, stakeholders and beneficiaries</p>
What is the level of ownership of the reform process within the MoJ and MoLSW and what are the prospects for further development of related interventions after the end of external support?	<p>Regular meetings of the Steering Committee were held, with the attendance and active participation of MoLSW and MoJ officials, and during which key decisions on the implementation of the reform process were made</p> <p>Further interventions relating to the implementation of the new Act and J4CI integrated into national strategies and budgets</p>	<ul style="list-style-type: none"> - Minutes of the meetings of the Steering Committee - Details of any plans to incorporate further interventions into national budgets and strategies 	<p>Desk review</p>	<ul style="list-style-type: none"> - MoJ - MoLSW - Ministry of Foreign Affairs and European Integration - EU Monitoring Report - Progress Report

	MoJ and MoLSW officials involved in J4CI consider that they have local ownership of the reform process and that there are prospects for further development of related interventions after the end of external support	Views of MoJ and MoLSW participants	Interviews	MoJ and MoLSW
To what extent has the J4CI promoted strengthening of already existing partnerships and establishment of new ones and to strengthening of inter-sectoral and cross-sectoral cooperation both at the national and local level?	<ul style="list-style-type: none"> - Establishment of Professional Support Services - Holding of multi-sector round table discussions and working sessions - Meetings of the multi sectoral Technical Working Group and Steering Committee - Stakeholders and beneficiaries consider that the project has developed or strengthening relationships and strengthened inter or cross sectoral cooperation at the national and local levels 	<p>See information under 'Effectiveness' above for the implementation of the Professional Support Services, the holding of the multi-sector round tables and working sessions, and meetings of the Technical Working Group and Steering Committee.</p> <p>In addition, details of any strengthening of existing relationships, the development of new relationships, and strengthening of inter and cross sectoral cooperation at national and local levels via desk review and interviews.</p>	<p>Desk review</p> <p>Interviews</p>	<p>For documents:</p> <ul style="list-style-type: none"> - See information under 'Effectiveness' above. - Progress Report - EU Monitoring Report <p>Interviews:</p> <ul style="list-style-type: none"> - MoJ; MoLSW; MoC; MoES; MoI - Members of the Steering Committee - Members of the Technical Working Group - Juvenile justice officials - Children in conflict with the law - Children in contact with the law - Parents/guardians of the children - Teachers at the schools which participated in the conflict resolution training - SCOs - NGOs - other stakeholders and beneficiaries

<p>To what extent is the increase (if any) of public awareness of juvenile justice issues and strengthened participation of children in conflict with the law in the promotion of their rights likely to be effective beyond the project time-frame?</p>	<ul style="list-style-type: none"> - Awareness-raising initiatives have sustainability strategies incorporated into them; - Plans have been/ are being/ will be made to incorporate the awareness-raising interventions in future funding plans; - Awareness-raising interventions have been/ are being/ will be incorporated into national strategies - Stakeholders and beneficiaries consider that the J4CI awareness-raising interventions are likely to be effective post July 2014 	<p>Documents:</p> <ul style="list-style-type: none"> - English translations of the legislative framework and policy documents (for which see 'Effectiveness' above) - Details of any plans to incorporate the legislative framework and policies in funding plans or national strategies <p>Views of stakeholders and beneficiaries</p>	<p>Desk review</p> <p>Interviews</p>	<p>Documents:</p> <ul style="list-style-type: none"> - English translations of the legislative framework and policy documents (for which see 'Effectiveness' above) - UNICEF - MoJ - MoLSW <p>Views of stakeholders and beneficiaries</p>
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Annex E: Tools for Semi-Structured Interviews and Focus Group Discussions

Justice for Children Project Evaluation, Montenegro General Schedule of Questions for All Key-Informant Interviews			
Interview Details	<ul style="list-style-type: none"> ➤ Date of interview: ➤ Name of interviewer: ➤ Location of interview (e.g. type of institution, town, municipality): 		
Participant's Details	<ul style="list-style-type: none"> ➤ Job title: ➤ Institution participant is from: ➤ Gender: 		
Participants' role in the J4CP	<ul style="list-style-type: none"> ➤ What is your role in the J4CP? (What, when, where, how, why?) ➤ What specific activities of the J4CP were you involved in? (What, when, where, how, why?)⁶ 		
#	Question ⁷	Follow-up questions ⁸	Tick if asked
RELEVANCE			
1.	What do you consider are the main needs and issues facing children in conflict with the law?	<ul style="list-style-type: none"> ➤ To what extent do you think the J4CP addresses and responds to these needs and issues? ➤ What about for child victims and witnesses ➤ What about for children at risk of offending? 	

⁶ This question is important as it will help the interviewer decide which questions to focus on.

⁷ Not all of these questions will necessarily be relevant.

⁸ Not all of the follow-up questions will necessarily be relevant.

2.	Do you think that the J4CP and its activities are relevant to other national policies and strategies in the area of juvenile justice and the legal system more generally?	Why/ why not?	
3.	Do you think that the design of the J4CP reflects the lessons learned from past similar programmes and evaluations in the area of juvenile justice?	How/ how not?	
EFFECTIVENESS⁹			
<i>Outcome 1: Legislative and policy framework for juvenile justice, including appropriate juvenile justice data collection and information system adopted, upgraded and harmonised with internationally recognised standards</i>			
4.	<p>Did you have any involvement in developing the legislative and policy framework for the juvenile justice system?</p> <p><i>[As a prompt, the relevant activities included the following:</i></p> <ul style="list-style-type: none"> - <i>Roundtable discussions</i> - <i>Expert working group discussions on the development of the secondary instruments</i> - <i>Drafting of the secondary instruments</i> - <i>Consultations with stakeholders and beneficiaries during the drafting process</i> - <i>Study tour</i> - <i>Development of PRIS</i> - <i>Training in using PRIS¹⁰</i> 	<ul style="list-style-type: none"> ➤ Nature and extent of participation? (Who, what, when, where, how?) ➤ Are there any sectors that you think should have participated or been more involved in the activity but were not? ➤ Were there any sectors which participated in, or cooperated during, the activity more than others? (Which ones? Why?) ➤ Was there sufficient cross-sector dialogue and cooperation during the activity? (Why/ why not?) 	

⁹ Not all of the questions on effectiveness will be relevant to the participant. Only ask questions to the extent that they are relevant to the participant.

¹⁰ Ask to the extent that the participant has knowledge of these activities.

5.	How useful and effective was the activity/activities in strengthening your/ the participants' understanding of the new Act and its implementation?	How could the activities have been improved in order to make them more effective in this respect?	
6.	Were there any difficulties encountered during the activity/activities?	If so, how were they resolved?	
7.	Who decided who would participate in the activity/activities? How did you become involved in the activity?	How was the decision made?	
8.	To what extent have the juvenile justice indicators been integrated within PRIS?	To what extent is the system operational?	
9.	What is the process for collecting, monitoring and analysing the data?	How regularly are these steps carried out?	
10.	Overall, to what extent do you think that a coherent legislative and policy framework for juvenile justice in line with international standards has been established by the J4CP?	<ul style="list-style-type: none"> ➤ How effective is this framework in implementing the new Act? ➤ Are there any gaps in the legal framework of the juvenile justice system or its implementation? ➤ Do you think that the secondary instruments are clear and easy to use? ➤ How effective do you think the new system is for the collection of data on juvenile justice matters? ➤ How could the framework be improved? 	
Outcome 2: Institutional, administrative and human capacity for the implementation of the new Act strengthened			
11.	<p>Did you participate in developing any of the materials, agendas or formats of any of the capacity-building activities? Which ones?</p> <p><i>[Prompt: the activities include:</i></p> <ul style="list-style-type: none"> ➤ <i>Four skills-based training modules (for judges, police, prosecution, defence lawyers) developed and accredited</i> ➤ <i>Training for [100] professionals on treatment of children relevant to their discipline</i> ➤ <i>Training for [20] professionals on UN Guidelines on Justice in Matters Involving Child Victims and Witnesses of Crime</i> 	<ul style="list-style-type: none"> ➤ Nature and extent of participation? (Who, what, when, where, how, why?) ➤ Was there a sector(s) which was more involved/ cooperative than the others? Which one(s)? Why? ➤ Was there a sector/ stakeholder which should have been involved in the development but was not? Which one(s)? ➤ Do you think that there was sufficient dialogue between participants from the different sectors? ➤ Were there any issues in the development? If so, how were they overcome? 	

	<ul style="list-style-type: none"> ➤ <i>[18] inter-sectoral capacity-development and experience exchange sessions on diversion</i> ➤ <i>Working sessions on victim/ offender mediation</i> ➤ <i>Specialist training modules for social workers</i> ➤ <i>Training for social workers on prevention mechanisms</i> ➤ <i>Training for social workers on the Guidelines for social workers</i> ➤ <i>Techniques of Peaceful Conflict Resolution for [500] children</i> ➤ <i>New Methodology and Programme of Work with juveniles in detention or prison at the Prison Administration?¹¹</i> ➤ <i>[15] Prison Administration representatives trained in implementing rehabilitation and reintegration programmes</i> ➤ <i>New Methodology and Programme of Work with children in conflict with the law at the 'Ljubovic' Centre?¹²</i> ➤ <i>[15] staff members at the Ljubovic Centre trained in implementing rehabilitation and reintegration programmes</i> ➤ <i>Specialist training programme for correction officers developed and accredited</i> ➤ <i>Three Professional Support Services (PSS) established?</i> ➤ <i>[10] staff members trained to work in the PSS?</i> ➤ <i>Audio-visual equipment sets for child-friendly hearing procedures provided for 15 Prosecutor's Office/Courts?</i> ➤ <i>[30] staff members trained to use the audio-visual equipment?]</i> 		
<p>12.</p>	<p>Did you participate in any of the capacity-building activities? Which ones?</p>	<p>➤ Nature and extent of participation? (Who, what, when, where, how, why?)</p>	

¹¹ It is understood that the Methodologies and Programme of Work for rehabilitation and reintegration would be covered by Outcome 1.

¹² *ibid*

	<i>[Use the same list above as a reference to the relevant activities]</i>	<ul style="list-style-type: none"> ➤ Was there a sector(s) which was more involved/ cooperative than the others? Which one(s)? Why? ➤ Was there a sector/ stakeholder which should have been involved but was not? Which one(s)? ➤ Do you think that there was sufficient dialogue between participants from the different sectors? ➤ Were there any issues in the development? If so, how were they overcome? 	
13.	How effective were the activities in strengthening your/ the participants' ¹³ knowledge of, and capacity to implement, [the new Act] <i>[and/or] [enter measure e.g. diversion]</i> ¹⁴ ?	How could the content or format of the activities have been improved in order to make them more effective and useful to you/ the participants?	
14.	How were the participants in the activities selected? / How did you become involved in the activity?	How was the decision made?	
15.	<p><i>[If the participant is/was involved in the establishment of the PSS]</i></p> <p>To what extent has the PSS been established in the [enter relevant location(s)]?</p> <p><i>[Reminder: the locations are as follows:</i></p> <ul style="list-style-type: none"> - <i>High Court of Bijelo Polje</i> - <i>Higher Court in Podgorica</i> - <i>Supreme State Prosecutor's Office]</i> 	<ul style="list-style-type: none"> ➤ Do you consider that the PSS is/are effective? Why/ why not? ➤ How could they be improved? 	
16.	<i>[If the official has been involved in the establishment of the child-friendly hearing equipment and procedures]</i>	➤ At which locations has the equipment been established/ is being established?	

¹³ As relevant

¹⁴ As relevant

	To what extent has the audio-visual equipment for child-friendly hearing procedures been established?	<ul style="list-style-type: none"> ➤ Do you consider that the equipment for child-friendly hearings is effective? Why/ why not? ➤ How could they be improved? 	
17.	Overall, to what extent do you consider that the institutional and administrative capacity for the implementation of the new Act has been strengthened?	<ul style="list-style-type: none"> ➤ Are there any groups of professionals which have yet to undergo any capacity-building training, or require further training, to fully implement the new Act? ➤ Are any further resources/ facilities needed to fully implement the new Act? ➤ What further steps need to be taken, if any? 	
<p>Outcome 3: Increased public awareness on juvenile justice matters through the active participation of boys and girls in conflict with the law in the promotion of their rights</p> <p>Output 3.1: Child participation in the promotion of their rights increased</p> <p>Output 3.2: Public awareness of juvenile justice issues increased</p>			
18.	<p>Did you participate in any of the awareness raising activities? Which ones?</p> <p><i>[Reminder: The activities include the following:</i></p> <ul style="list-style-type: none"> ➤ <i>Programmes developed at the Ljubovic Centre and Prison Administration;</i> ➤ <i>20 promotional and visibility actions;</i> ➤ <i>Educational, sport and cultural programmes been integrated into the curriculum of juvenile justice institutions</i> ➤ <i>Film and radio show;</i> ➤ <i>50 media reports.]</i> 	<ul style="list-style-type: none"> ➤ Nature and extent of participation? (Who, what, when, where, how, why?) ➤ Was there a sector(s) which was more involved/ cooperative than the others? Which one(s)? Why? ➤ Was there a sector/ stakeholder which should have been involved but was not? Which one(s)? ➤ Do you think that there was sufficient dialogue between participants from the different sectors? ➤ Were there any issues in the development? If so, how were they overcome? 	
19.	How effective is the intervention in increasing public awareness of juvenile justice matters, particularly the rights of children in conflict with the law?	How could the activity have been improved to make it more effective in raising public awareness?	
20.	To what extent did children in conflict with the law participate in these activities? (Boys? Girls?)	<ul style="list-style-type: none"> ➤ <i>[If possible, obtain as much detail as possible on the relative participation of boys and girls]</i> 	

		➤ How could the extent of their active participation have been improved?	
Effectiveness: general			
21.	Has the J4CP activity/activities had any significant results or effects which were unplanned?	(Who, what, where, when, why, how, how many?)	
22.	To what extent has the J4CP activity/activities contributed to strengthening the capacity of juvenile justice professionals and stakeholders to monitor and manage the J4CP implementation process?	<ul style="list-style-type: none"> ➤ How? ➤ How could this have been improved? 	
EFFICIENCY¹⁵			
23.	Was the activity/activities implemented according to schedule?	<i>[Record details of any delays, including reasons for the delays]</i>	
24.	What management and monitoring tools were used to monitor delivery of the activities?	<ul style="list-style-type: none"> ➤ How were they used to manage and monitor delivery? ➤ Were these tools clear, easy to use and regularly updated with good time to plan any contingencies? 	
25.	Were the activities implemented according to budget?	If not, why?	
26.	Was the money spent on each activity sufficient?	<ul style="list-style-type: none"> ➤ Is the relationship between the cost incurred for each activity and the results reasonable in your opinion? ➤ Do you think that the same results could have been achieved with less cost? 	
27.	Was the implementation of the J4CP coordinated with the implementation of other similar interventions to avoid any overlaps or duplication of work?	Please provide details.	
28.	Were there any changes in the environment (for example, the economic, social, political, legal or cultural environment) which affected the implementation of the J4CP activity/activities?	<ul style="list-style-type: none"> ➤ How did you/the organisers respond to this change in environment? ➤ How did this change affect you as a participant? 	

¹⁵ These are not likely to be relevant unless the participant played a managerial role in the implementation of the J4CP activity.

		<ul style="list-style-type: none"> ➤ How flexible was the J4CP design in enabling you/ the organisers to adapt to the changing environment? ➤ Could the change in the environment have been dealt with in a better way? 	
29.	What strategies were in place to address any issues or difficulties in the implementation of the J4CP activity?	Were you/ participants updated of the progress of the implementation of the J4CP? How? How often?	
30.	Were there any human rights or gender equity issues encountered during the implementation of the J4CP activity/activities?	<ul style="list-style-type: none"> ➤ How were these addressed? ➤ Were there sufficient resources (human, financial etc) to sufficiently address these issues? 	
IMPACT¹⁶			
31.	Have the J4CP activities contributed to an increase in the number of children in conflict with the law being diverted from the formal justice system?	<ul style="list-style-type: none"> ➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible]</i> ➤ If not, do you think that it will contribute to such an increase in future? 	
32.	Has the J4CP contributed to a decrease in the number of children coming into conflict with the law? (For example, through the Techniques of Peaceful Conflict Resolution Programme, or the programme and related training for social workers on prevention mechanisms)	<ul style="list-style-type: none"> ➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible]</i> ➤ If not, do you think that it will contribute to such a decrease in future? 	
33.	Has the J4CP contributed to an increase in the number of children benefiting from rehabilitation and reintegration programmes in line with the new Act?	<ul style="list-style-type: none"> ➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible.</i> ➤ In particular: <ul style="list-style-type: none"> - Has there been an increase in the number of children residing in juvenile institutions that participate in the J4CP's rehabilitation and reintegration programmes? 	

¹⁶ Only ask to the extent relevant

		<ul style="list-style-type: none"> - Or an increase in the number of children exposed to the J4CP's child rights-based rehabilitation programmes? - Or an increase in the number of children released from detention who receive structural aftercare under a J4CP programme? <p>➤ If not, do you think that it will contribute to such an increase in future?</p>	
34.	Has the J4CP contributed to improving the treatment of children in conflict with the law, and child victims and witnesses of crime, through the use of child-friendly procedures?	<p>➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible.</i></p> <p>➤ If not, do you think that it will contribute to such an increase in future?</p>	
35.	Has the J4CP contributed or likely to contribute to promoting the rights of children in conflict with the law and raising public awareness of the need and obligation to treat them in accordance with international standards of juvenile justice?	<p>➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible.</i></p> <p>➤ In particular, are the child-friendly procedures installed in the prosecutors' offices and courts functioning effectively, and contribute to such an increase?</p> <p>➤ If not, do you think that it will contribute to such an increase in future?</p>	
36.	Have any unplanned effects or factors contributed to achieving or not achieving the desired impact of the J4CP so far?	Are there any unplanned factors or circumstances which you think will contribute to achieving/ not achieving the desired impact of the J4CP in the future?	
37.	Overall, do you consider that the J4CP has contributed to an increase in the number of children who benefit from the full application of international norms and standards when they come into contact with the justice system (for example, as alleged offenders, suspects, victims or witnesses)?	<p>➤ Why/ why not?</p> <p>➤ During the implementation period, has there been any decrease in the number of children:</p> <ul style="list-style-type: none"> - Held in detention? - Who have died in detention? - Held in detention with adults? - Sentenced to deprivation of liberty? <p>➤ Do you think that the J4CP has contributed to such an increase? If so, to what extent? If not, do you think it will in future?</p> <p>➤ Are there any gaps in the domestic legal framework or its in its implementation which fall short of international standards on juvenile justice?</p>	
SUSTAINABILITY			

38.	Do you consider that the design of the J4CP activity/activities incorporated any strategies to sustain and support any positive changes arising from the project?	Who, what, when, where, how? <i>[For example, training of trainers?]</i>	
39.	To what extent does the framework established by the J4CI provide the grounds for the continued, sustainable and coordinated implementation of the J4CP's ongoing activities? (i.e. diversion measures/ community-based alternatives; rehabilitation/ reintegration programmes; prevention programmes; professional support services; child-friendly hearings)	Reasons?	
40.	To what extent is the national juvenile justice data collection and monitoring mechanism (PRIS) likely to be effective beyond the project time frame?	Reasons?	
41.	To what extent has the J4CP activity/activities integrated new knowledge and skills relevant to the implementation of the new Act into the regular activities of juvenile justice professionals?	Reasons?	
42.	What is the level of ownership of the reform process within the MoJ and MoLSW?	Do you consider that there is sufficient local ownership of the reform process among other stakeholders?	
43.	What are the prospects for the further development of related interventions once the J4CP has been implemented?	Reasons?	
44.	To what extent has the J4CP strengthened or established partnerships at the national and local levels?	Has it weakened any partnerships?	
45.	To what extent has the J4CP strengthened inter-sectoral and cross-sectoral cooperation at the national and local levels?	Has the J4CP weakened inter-sectoral and cross-sectoral cooperation at the national and local levels in any way?	
46.	To what extent is any public awareness of juvenile justice issues raised by the activity likely to continue in the future?	Reasons?	
47.	To what extent is any strengthened participation of children in conflict with the law in the promotion of their rights likely to continue beyond the project timeframe?	Reasons?	

Justice for Children Project Evaluation, Montenegro FGD / Individual Interview (Children at risk or parents of children at risk)	
Ask the relevant staff member for a private briefing on the children you are about to interview	<ul style="list-style-type: none"> ➤ How do children become involved in the programme? ➤ Who refers them to the programme? ➤ Do they have to pay? ➤ How long does the programme take? ➤ How many children are on the programme? ➤ If FGD: Are there any particular confidentiality issues relating to the group which you should keep in mind?
Interview Details	<ul style="list-style-type: none"> ➤ Date of interview: ➤ Name of interviewer: ➤ Location of interview (e.g. type of institution, town, municipality):
Participant's Details	<ul style="list-style-type: none"> ➤ Number of participants: ➤ Gender of participants: ➤ Participants' ages (for children only): ➤ Name of the J4CP programme:

#	Question	Follow-up questions ¹⁷	Tick if asked
EFFECTIVENESS			
<i>Outcome 2: Institutional, administrative and human capacity for the implementation of the new Act strengthened</i>			
1.	[Only ask this question in individual interviews] How did you/ your child become involved in the prevention programme?	<ul style="list-style-type: none"> ➤ Who referred you? ➤ How long will you be on the programme for? 	

¹⁷ Not all of the follow-up questions will necessarily be relevant.

2.	Can you tell me about the programme?	<ul style="list-style-type: none"> ➤ What does it involve? ➤ How long does it take? How regular is it? ➤ To what extent does the child participate in the programme? ➤ How much involvement do the parents/ guardians have in the programme? ➤ Are the views of the children taken seriously and taken into account? ➤ What about the views of the parents/ guardians? 	
3.	What are the benefits of the programme?	How could the content or format of the programme be improved to make it more beneficial to you/ your child?	
4.	Are there any negative points about the programme?	Please provide details	
RELEVANCE			
5.	What are the main needs of children your age?	How does the programme address these needs?	
EFFICIENCY			
6.	Is the programme well managed?	How could the management of the programme be improved?	
7.	Are there any difficulties in participating in the programme?	How are these difficulties resolved?	
IMPACT			
8.	[Caution when asking this question in an FGD: e.g. if some/all of the participants are children in conflict with the law, you must have checked beforehand with the relevant staff member whether they are all aware of this and, if not, do not ask anything to prejudice this)] Do you think that such activities prevent or discourage children from bad behaviour?	Why/ why not?	
9.	What impact does the programme have on you?	<ul style="list-style-type: none"> ➤ What about on your family? On the community? ➤ Please provide reasons 	
SUSTAINABILITY			
10.	Has the programme strengthened any relationships?		
11.	Has the programme weakened any relationships?		

Justice for Children Project Evaluation, Montenegro			
FGD / Individual Interviews			
(Children in conflict with the law or parents of children in conflict with the law)			
Ask the relevant staff member for a private briefing on the background of the participant you are about to interview	<ul style="list-style-type: none"> ➤ Why are children referred to the service? Children at risk? Children in conflict with the law? For what acts? ➤ For how long are they using the service? ➤ Who referred them to the service? ➤ If FGD: Are there any particular confidentiality issues relating to the group which you should keep in mind? 		
Interview Details	<ul style="list-style-type: none"> ➤ Date of interview: ➤ Name of interviewer: ➤ Location of interview (e.g. type of institution, town, municipality): 		
Participants' Details	<ul style="list-style-type: none"> ➤ Number of participants: ➤ Gender of participants: ➤ Participants' ages (for children only): 		
Details of the J4CP activity	<p>What activity are the children/ their parents involved in? [E.g.]</p> <ul style="list-style-type: none"> ➤ <i>Diversion mechanisms (e.g victim/offender mediation);</i> ➤ <i>Professional support services; or</i> ➤ <i>Child-friendly hearing procedures.]</i> 		
#	Question	Follow-up questions ¹⁸	Tick if asked

¹⁸ Not all of the follow-up questions will necessarily be relevant.

GENERAL			
1.	[Only ask this question in individual interviews] How did you/ your child become involved in the [diversion measure] [hearing] [PSS]?	<ul style="list-style-type: none"> ➤ Who referred you? ➤ Why? ➤ How? ➤ When? ➤ How long for? Etc. ➤ Did you/ your child participate voluntarily in the measure or did you feel that you/ your child were obliged to participate? 	
EFFECTIVENESS ¹⁹			
<i>Outcome 1: Legislative and policy framework for juvenile justice, including appropriate juvenile justice data collection and information system adopted, upgraded and harmonised with internationally recognised standards</i>			
<i>Outcome 2: Institutional, administrative and human capacity for the implementation of the new Act strengthened</i>			
2.	Can you give me a description of the [diversion measure] [type of hearing] [PSS] which you/ your child were involved in?	[Ask the participant to describe the procedures/form of the PSS, diversion mechanism or hearing, their views on how they are treated, the extent of their participation and whether their views were taken seriously and into account, who they came into contact with during the process, how they felt e.g. scared, confident? Pay particular attention to the relative responses of female and male participants. Also, caution when asking this question in an FGD so as to not prejudice any particular confidentiality issues relating to the group]	
3.	What do you think the aim of the [service] is?	Do you think it has achieved this aim?	
4.	What are the benefits of the programme?	Please provide details.	
5.	Are there any negative points about the programme?	Please provide details.	

¹⁹ Not all of the questions on effectiveness will be relevant to the participant. Only ask questions to the extent that they are relevant to the participant.

RELEVANCE			
6.	What are the main needs of children and parents using the service?	<ul style="list-style-type: none"> ➤ To what extent are these needs and issues being met? ➤ How do you think the programmes and procedures at the Centre/ Prisons could be improved to meet the needs and issues of the children here? 	
EFFICIENCY²⁰			
7.	Were there any difficulties in using the [service]?	How were they resolved?	
8.	Do you think that the service was well-managed?		
9.	Do the organisers keep you well-informed and updated with any relevant matters?		
IMPACT [Only ask a question if it is relevant to the measure in question. Also exercise caution when asking these questions in an FGD: e.g. if some/all of the participants are children in conflict with the law, you must have checked beforehand with the relevant staff member whether they are all aware of this and, if not, do not ask anything to prejudice this]			
10.	What impact did the service have on you?	<ul style="list-style-type: none"> ➤ What about on your family? On the community? ➤ Please provide reasons 	
11.	Do you think that such activities prevent or discourage children from bad behaviour?	<ul style="list-style-type: none"> ➤ Reasons? Evidence? ➤ If not, do you think that it will have this effect in future? 	
12.	Do you think that the service has made it easier for you/ your child to reintegrate into the community?	<ul style="list-style-type: none"> ➤ Reasons? Evidence? ➤ If not, do you think the service will have this impact in future? 	
13.	Overall, do you feel that your rights/ your child's rights are respected and ensured throughout the process?	<ul style="list-style-type: none"> ➤ Why/ why not? ➤ What was the main reason for this? 	
SUSTAINABILITY			
14.	Did the measure strengthen any relationships?	<ul style="list-style-type: none"> ➤ Please provide details. ➤ Did the measure weaken any relationships? Please provide details. 	

²⁰ Ask to the extent they are relevant.

FGD (General Stakeholders)			
Interview Details	<ul style="list-style-type: none"> ➤ Date of interview: ➤ Name of interviewer: ➤ Location of interview (e.g. type of institution, town, municipality): 		
Participant's Details	<ul style="list-style-type: none"> ➤ Number of participants: ➤ Gender of participants: ➤ Institution/sector participants represent (and number of representatives per institution/sector): 		
#	Question ²¹	Follow-up questions ²²	Tick if asked
RELEVANCE			
1.	What do you consider are the main needs and issues facing children in conflict with the law?	<ul style="list-style-type: none"> ➤ To what extent do you think the J4CP addresses and responds to these needs and issues? ➤ What about for child victims and witnesses? ➤ What about for children at risk of offending? 	
2.	Do you think that the J4CP and its activities are relevant to other national policies and strategies in the area of juvenile justice and the legal system more generally?	Why/ why not?	
3.	Do you think that the design of the J4CP reflects the lessons learned from past similar programmes and evaluations in the area of juvenile justice?	How/ how not?	

²¹ Not all of these questions will necessarily be relevant.

²² Not all of the follow-up questions will necessarily be relevant.

EFFECTIVENESS²³			
Outcome 1: Legislative and policy framework for juvenile justice, including appropriate juvenile justice data collection and information system adopted, upgraded and harmonised with internationally recognised standards			
4.	<p>Did you have any involvement in developing the legislative and policy framework for the juvenile justice system?</p> <p>[As a prompt, the relevant activities included the following:</p> <ul style="list-style-type: none"> - Roundtable discussions - Expert working group discussions on the development of the secondary instruments - Drafting of the secondary instruments - Consultations with stakeholders and beneficiaries during the drafting process - Study tour - Development of PRIS - Training in using PRIS²⁴ 	<ul style="list-style-type: none"> ➤ Nature and extent of participation? (Who, what, when, where, how?) ➤ Are there any sectors that you think should have participated or been more involved in the activity but were not? ➤ Were there any sectors which participated in, or cooperated during, the activity more than others? (Which ones? Why?) ➤ Was there sufficient cross-sector dialogue and cooperation during the activity? (Why/ why not?) 	
5.	How useful and effective was the activity/activities in strengthening your / the participants' understanding of the new Act and its implementation?	➤ How could the activities have been improved in order to make them more effective in this respect?	
6.	Were there any difficulties encountered during the activity/activities?	If so, how were they resolved?	
7.	Who decided who would participate in the activity/activities? How did you become involved in the activity?	How was the decision made?	
8.	To what extent have the juvenile justice indicators been integrated within PRIS?	To what extent is the system operational?	

²³ Not all of the questions on effectiveness will be relevant to the participant. Only ask questions to the extent that they are relevant to the participant.

²⁴ Ask to the extent that the participant has knowledge of these activities.

9.	What is the process for collecting, monitoring and analysing the data?	How regularly are these steps carried out?	
10.	Overall, to what extent do you think that a coherent legislative and policy framework for juvenile justice in line with international standards has been established by the J4CP?	<ul style="list-style-type: none"> ➤ How effective is this framework in implementing the new Act? ➤ Are there any gaps in the legal framework of the juvenile justice system or its implementation? ➤ Do you think that the secondary instruments are clear and easy to use? ➤ How effective do you think the new system is for the collection of data on juvenile justice matters? ➤ How could the framework be improved? 	
Outcome 2: Institutional, administrative and human capacity for the implementation of the new Act strengthened			
11.	<p>Did you participate in developing any of the materials, agendas or formats of any of the capacity-building activities? Which ones?</p> <p><i>[Prompt: the activities include:</i></p> <ul style="list-style-type: none"> ➤ <i>Four skills-based training modules (for judges, police, prosecution, defence lawyers) developed and accredited;</i> ➤ <i>Training for [100] professionals on treatment of children relevant to their discipline;</i> ➤ <i>Training for [20] professionals on UN Guidelines on Justice in Matters Involving Child Victims and Witnesses of Crime;</i> ➤ <i>[18] inter-sectoral capacity-development and experience exchange sessions on diversion;</i> ➤ <i>Working sessions on victim/ offender mediation;</i> ➤ <i>Specialist training modules for social workers;</i> ➤ <i>Training for social workers on prevention mechanisms;</i> ➤ <i>Training for social workers on the Guidelines for social workers</i> ➤ <i>Techniques of Peaceful Conflict Resolution for [500] children</i> 	<ul style="list-style-type: none"> ➤ Nature and extent of participation? (Who, what, when, where, how, why?) ➤ Was there a sector(s) which was more involved/ cooperative than the others? Which one(s)? Why? ➤ Was there a sector/ stakeholder which should have been involved in the development but was not? Which one(s)? ➤ Do you think that there was sufficient dialogue between participants from the different sectors? ➤ Were there any issues in the development? If so, how were they overcome? 	

	<ul style="list-style-type: none"> ➤ <i>New Methodology and Programme of Work with juveniles in detention or prison at the Prison Administration?</i>²⁵ ➤ <i>[15] Prison Administration representatives trained in implementing rehabilitation and reintegration programmes</i> ➤ <i>New Methodology and Programme of Work with children in conflict with the law at the 'Ljubovic' Centre?</i>²⁶ ➤ <i>[15] staff members at the Ljubovic Centre trained in implementing rehabilitation and reintegration programmes</i> ➤ <i>Specialist training programme for correction officers developed and accredited</i> ➤ <i>Three Professional Support Services (PSS) established?</i> ➤ <i>[10] staff members trained to work in the PSS?</i> ➤ <i>Audio-visual equipment sets for child-friendly hearing procedures provided for 15 Prosecutor's Office/Courts?</i> ➤ <i>[30] staff members trained to use the audio-visual equipment?]</i> 		
<p>12.</p>	<p>Did you participate in any of the capacity-building activities? Which ones?</p> <p><i>[Use the same list above as a reference to the relevant activities]</i></p>	<ul style="list-style-type: none"> ➤ Nature and extent of participation? (Who, what, when, where, how, why?) ➤ Was there a sector(s) which was more involved/ cooperative than the others? Which one(s)? Why? ➤ Was there a sector/ stakeholder which should have been involved but was not? Which one(s)? ➤ Do you think that there was sufficient dialogue between participants from the different sectors? 	

²⁵ It is understood that the Methodologies and Programme of Work for rehabilitation and reintegration would be covered by Outcome 1.

²⁶ *ibid*

		➤ Were there any issues in the development? If so, how were they overcome?	
13.	How effective were the activities in strengthening your/ the participants' ²⁷ knowledge of, and capacity to implement, [the new Act] [and/or] [enter measure e.g. diversion] ²⁸ ?	How could the content or format of the activities have been improved in order to make them more effective and useful to you/ the participants?	
14.	How were the participants in the activities selected? / How did you become involved in the activity?	How was the decision made?	
15.	<i>[If the participant is/was involved in the establishment of the PSS]</i> To what extent has the PSS been established in the [enter relevant location(s)]? <i>[Reminder: the locations are as follows:</i> - <i>High Court of Bijelo Polje</i> - <i>Higher Court in Podgorica</i> - <i>Supreme State Prosecutor's Office]</i>	➤ Do you consider that the PSS is/are effective? Why/ why not? ➤ How could they be improved?	
16.	<i>[If the official has been involved in the establishment of the child-friendly hearing equipment and procedures]</i> To what extent has the audio-visual equipment for child-friendly hearing procedures been established?	➤ At which locations has the equipment been established/ is being established? ➤ Do you consider that the equipment for child-friendly hearings is effective? Why/ why not? ➤ How could they be improved?	
17.	Overall, to what extent do you consider that the institutional and administrative capacity for the implementation of the new Act has been strengthened?	➤ Are there any groups of professionals which have yet to undergo any capacity-building training, or require further training, to fully implement the new Act?	

²⁷ As relevant

²⁸ As relevant

		<ul style="list-style-type: none"> ➤ Are any further resources/ facilities needed to fully implement the new Act? ➤ What further steps need to be taken, if any to fully implement the Act? 	
<p>Outcome 3: Increased public awareness on juvenile justice matters through the active participation of boys and girls in conflict with the law in the promotion of their rights</p> <p>Output 3.1: Child participation in the promotion of their rights increased</p> <p>Output 3.2: Public awareness of juvenile justice issues increased</p>			
18.	<p>Did you participate in any of the awareness raising activities? Which ones?</p> <p><i>[Reminder: The activities include the following:</i></p> <ul style="list-style-type: none"> ➤ Programmes developed at the Ljubovic Centre and Prison Administration; ➤ 20 promotional and visibility actions; ➤ Educational, sport and cultural programmes been integrated into the curriculum of juvenile justice institutions ➤ Film and radio show; ➤ 50 media reports.] 	<ul style="list-style-type: none"> ➤ Nature and extent of participation? (Who, what, when, where, how, why?) ➤ Was there a sector(s) which was more involved/ cooperative than the others? Which one(s)? Why? ➤ Was there a sector/ stakeholder which should have been involved but was not? Which one(s)? ➤ Do you think that there was sufficient dialogue between participants from the different sectors? ➤ Were there any issues in the development? If so, how were they overcome? 	
19.	How effective is the intervention in increasing public awareness of juvenile justice matters?	How could the activity have been improved to make it more effective in raising awareness of juvenile justice matters?	
20.	To what extent have children in conflict with the law participated in these activities? (Boys? Girls?)	<ul style="list-style-type: none"> ➤ <i>[If possible, obtain as much detail as possible on the relative participation of boys and girls]</i> ➤ How could the extent of their participation have been improved? 	
Effectiveness: general			
21.	Has the J4CP activity/activities had any significant results or effects which were unplanned?	(Who, what, where, when, why, how, how many?)	

22.	To what extent has the J4CP activity/activities contributed to strengthening the capacity of juvenile justice professionals and stakeholders to monitor and manage the J4CP implementation process?	<ul style="list-style-type: none"> ➤ How? ➤ How could this have been improved? 	
EFFICIENCY²⁹			
23.	Was the activity/activities implemented according to schedule?	<i>[Record details of any delays, including reasons for the delays]</i>	
24.	What management and monitoring tools were used to monitor delivery of the activities?	<ul style="list-style-type: none"> ➤ How were they used to manage and monitor delivery? ➤ Were these tools clear, easy to use and regularly updated with good time to plan any contingencies? 	
25.	Were the activities implemented according to budget?	If not, why?	
26.	Was the money spent on each activity sufficient?	<ul style="list-style-type: none"> ➤ Is the relationship between the cost incurred for each activity and the results reasonable in your opinion? ➤ Do you think that the same results could have been achieved with less cost? 	
27.	Was the implementation of the J4CP coordinated with the implementation of other similar interventions to avoid any overlaps or duplication of work?	Please provide details.	
28.	Were there any changes in the environment (for example, the economic, social, political, legal or cultural environment) which affected the implementation of the J4CP activity/activities?	<ul style="list-style-type: none"> ➤ How did you/the organisers respond to this change in environment? ➤ How did this change affect you as a participant? ➤ How flexible was the J4CP design in enabling you/ the organisers to adapt to the changing environment? ➤ Could the change in the environment have been dealt with in a better way? 	

²⁹ These are not likely to be relevant unless the participant played a managerial role in the implementation of the J4CP activity.

29.	What strategies were in place to address any issues or difficulties in the implementation of the J4CP activity?	Were you/ participants updated of the progress of the implementation of the J4CP? How? How often?	
30.	Were there any human rights or gender equity issues encountered during the implementation of the J4CP activity/activities?	<ul style="list-style-type: none"> ➤ How were these addressed? ➤ Were there sufficient resources (human, financial etc) to sufficiently address these issues? 	
IMPACT³⁰			
31.	Have the J4CP activities contributed to an increase in the number of children in conflict with the law being diverted from the formal justice system?	<ul style="list-style-type: none"> ➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible]</i> ➤ If not, do you think that it will contribute to such an increase in future? 	
32.	Has the J4CP contributed to a decrease in the number of children coming into conflict with the law? (For example, through the Techniques of Peaceful Conflict Resolution Programme, or the programme and related training for social workers on prevention mechanisms)	<ul style="list-style-type: none"> ➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible]</i> ➤ If not, do you think that it will contribute to such a decrease in future? 	
33.	Has the J4CP contributed to an increase in the number of children benefiting from rehabilitation and reintegration programmes in line with the new Act?	<ul style="list-style-type: none"> ➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible.</i> ➤ In particular: <ul style="list-style-type: none"> - Has there been an increase in the number of children residing in juvenile institutions that participate in the J4CP's rehabilitation and reintegration programmes? - Or an increase in the number of children exposed to the J4CP's child rights-based rehabilitation programmes? 	

³⁰ Only ask to the extent relevant

		<ul style="list-style-type: none"> - Or an increase in the number of children released from detention who receive structural aftercare under a J4CP programme? 	
34.	Has the J4CP contributed to improving the treatment of children in conflict with the law, and child victims and witnesses of crime, through the use of child-friendly procedures?	<ul style="list-style-type: none"> ➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible.</i> ➤ If not, do you think that it will contribute to such an increase in future? 	
35.	Has the J4CP contributed or likely to contribute to promoting the rights of children in conflict with the law and raising public awareness of the need and obligation to treat them in accordance with international standards of juvenile justice?	<ul style="list-style-type: none"> ➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible.</i> ➤ In particular, are the child-friendly procedures installed in the prosecutors' offices and courts functioning effectively, and contribute to such an increase? ➤ If not, do you think that it will contribute to such an increase in future? 	
36.	Have any unplanned effects or factors contributed to achieving or not achieving the desired impact of the J4CP so far?	Are there any unplanned factors or circumstances which you think will contribute to achieving/ not achieving the desired impact of the J4CP in the future?	
37.	Overall, do you consider that the J4CP has contributed to an increase in the number of children who benefit from the full application of international norms and standards when they come into contact with the justice system (for example, as alleged offenders, suspects, victims or witnesses)?	<ul style="list-style-type: none"> ➤ Why/ why not? ➤ During the implementation period, has there been any decrease in the number of children: <ul style="list-style-type: none"> - Held in detention? - Who have died in detention? - Held in detention with adults? - Sentenced to deprivation of liberty? ➤ Do you think that the J4CP has contributed to such an increase? If so, to what extent? If not, do you think it will in future? ➤ Are there any gaps in the domestic legal framework or its in its implementation which fall short of international standards on juvenile justice? 	
SUSTAINABILITY			
38.	Do you consider that the design of the J4CP activity/activities incorporated any strategies to sustain and support any positive changes arising from the project?	Who, what, when, where, how? <i>[For example, training of trainers?]</i>	

39.	To what extent does the framework established by the J4CI provide the grounds for the continued, sustainable and coordinated implementation of the J4CP's ongoing activities? (i.e. diversion measures/ community-based alternatives; rehabilitation/ reintegration programmes; prevention programmes; professional support services; child-friendly hearings)	Reasons?	
40.	To what extent is the national juvenile justice data collection and monitoring mechanism (PRIS) likely to be effective beyond the project time frame?	Reasons?	
41.	To what extent has the J4CP activity/activities integrated new knowledge and skills relevant to the implementation of the new Act into the regular activities of juvenile justice professionals?	Reasons?	
42.	What is the level of ownership of the reform process within the MoJ and MoLSW?	Do you consider that there is sufficient local ownership of the reform process among other stakeholders?	
43.	What are the prospects for the further development of related interventions once the J4CP has been implemented?	Reasons?	
44.	To what extent has the J4CP strengthened or established partnerships at the national and local levels?	Has it weakened any partnerships?	
45.	To what extent has the J4CP strengthened inter-sectoral and cross-sectoral cooperation at the national and local levels?	Has the J4CP weakened inter-sectoral and cross-sectoral cooperation at the national and local levels in any way?	
46.	To what extent is any public awareness of juvenile justice issues raised by the activity likely to continue in the future?	Reasons?	
47.	To what extent is any strengthened participation of children in conflict with the law in the promotion of their rights likely to continue beyond the project timeframe?	Reasons?	

Justice for Children Project Evaluation, Montenegro

FGD

(Children and Teachers participating in the Peaceful Conflict Resolution Programme)

Interview Details	➤ Date of interview:
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	➤ Name of interviewer:		
	➤ Location of interview (e.g. type of institution, town, municipality):		
Participant's Details	➤ Job title:		
	➤ Institution participant is from:		
	➤ Gender:		
#	Question ³¹	Follow-up questions ³²	Tick if asked
RELEVANCE			
1.	Why do you think children become involved in crime?	In what ways does the programme address these causes?	
2.	Why do you think crimes are committed against children?	In what ways does the programme address these causes?	
3.	What do you consider are the main needs and issues facing children in conflict with the law?	<ul style="list-style-type: none"> ➤ To what extent do you think the programme addresses and responds to these needs and issues? ➤ What about for child victims and witnesses? ➤ What about for children at risk of offending? 	
EFFECTIVENESS³³			
<i>Outcome 2: Institutional, administrative and human capacity for the implementation of the new Act strengthened</i>			
4.	What was the Techniques of Peaceful Conflict Resolution scheme about?	Who, what, when, where, how, why?	
5.	What was the nature and extent of your/the children's participation in the activity?	Who, what, when, where, how, why?	
6.	Do you feel that you learnt anything from the programme?	<ul style="list-style-type: none"> ➤ If so, what did you learn? ➤ If not, in what ways was the programme lacking? 	

³¹ Not all of these questions will necessarily be relevant.

³² Not all of the follow-up questions will necessarily be relevant.

³³ Not all of the questions on effectiveness will be relevant to the participant. Only ask questions to the extent that they are relevant to the participant.

7.	How effective was the scheme in strengthening your ability to peacefully resolve conflicts?	How could the content or format of the activities have been improved in order to make them more effective and useful to you?	
8.	How were the participants in the activities selected? / How did you become involved in the activity?	How was the decision made?	
Outcome 3: Increased public awareness on juvenile justice matters through the active participation of boys and girls in conflict with the law in the promotion of their rights			
Output 3.1: Child participation in the promotion of their rights increased			
Output 3.2: Public awareness of juvenile justice issues increased			
9.	How effective was the scheme in increasing public awareness of juvenile justice matters?	How could the activity have been improved in order to increase its effectiveness in this respect?	
10.	To what extent have children in conflict with the law participated in these activities? (Boys? Girls?)	<i>[If possible, obtain as much detail as possible on the relative participation of boys and girls]</i>	
Effectiveness: general			
11.	Has the J4CP activity/activities had any significant positive results or effects on you/ the children/ the school?	Has the J4CP activity/activities had any significant negative results or effects on you/ the children/ the school?	
EFFICIENCY³⁴			
12.	Was the activity implemented according to schedule?		
13.	What management and monitoring tools were used to monitor delivery of the activities?	Were these tools clear, easy to use and regularly updated with good time to plan any contingencies?	
14.	Were the activities implemented according to budget?	If not, why?	
15.	Was the money spent on each activity sufficient?	➤ Is the relationship between the cost incurred for each activity and the results reasonable in your opinion?	

³⁴ May be relevant for teachers

		➤ Do you think that the same results could have been achieved with less cost?	
16.	Was the implementation of the J4CP coordinated with the implementation of other similar interventions to avoid any overlaps or duplication of work?	Please provide details.	
17.	Were there any changes in the environment (for example, the economic, social, political, legal or cultural environment) which affected the implementation of the J4CP activity?	<ul style="list-style-type: none"> ➤ How did you/the organisers respond to this change in environment? ➤ How did this change affect you as a participant? ➤ How flexible was the J4CP design in enabling you/ the organisers to adapt to the changing environment? ➤ Could the change in the environment have been dealt with in a better way? 	
18.	What strategies were in place to address any issues or difficulties in the implementation of the J4CP activity?	Were you/ participants updated of the progress of the implementation of the J4CP? How? How often?	
19.	Were there any human rights or gender equity issues encountered during the implementation of the J4CP activity/activities?	<ul style="list-style-type: none"> ➤ How were these addressed? ➤ Were there sufficient resources (human, financial etc) to sufficiently address these issues? 	
IMPACT³⁵			
20.	What is the likelihood that the J4CP activity/activities will contribute to a decrease in the number of children coming into conflict with the law?	<ul style="list-style-type: none"> ➤ Reasons? ➤ Evidence? 	
21.	To what extent has the J4CP activity/activities contributed (or likely to contribute) to promoting the rights of children in conflict with the law and raising public awareness of their rights?	<ul style="list-style-type: none"> ➤ Reasons? ➤ Evidence? 	
22.	Have any effects or factors contributed to achieving or not achieving the desired impact of the J4CP activity/activities so far?	Are there any factors which you think will contribute to achieving/ not achieving the desired impact of the J4CP activity/activities in the future?	

³⁵ Only ask to the extent relevant

SUSTAINABILITY			
23.	Do you consider that the design of the J4CP activity incorporated any strategies to sustain and support any positive changes arising from the project?	<ul style="list-style-type: none"> ➤ Who, what, when, where, how, why? ➤ Was there any follow-up by the organisations after the activity was carried out? 	
24.	To what extent has the J4CP activity integrated new knowledge and skills relevant to addressing juvenile justice matters (including child witnesses and victims, as well as offenders)	Reasons?	
25.	Are there any future prospects to holding a similar activity at the school?	Why/ Why not?	
26.	Have the activities strengthened any relationships (for example, within the school, or with people outside the school)?	<ul style="list-style-type: none"> ➤ Please provide details. ➤ Have the activities weakened any relationships? Please provide details. 	
27.	To what extent is any public awareness of juvenile justice issues raised by the activity likely to continue in the future?	Reasons?	
28.	To what extent is any strengthened participation of children in conflict with the law in the promotion of their rights likely to continue in future?	Reasons?	

Justice for Children Project Evaluation, Montenegro FGD / Individual Interview (Children or Parents of Children at the 'Ljubovic' Centre or Prisons)	
Ask the relevant staff member for a private briefing on the background of the participant you are about to interview	<ul style="list-style-type: none"> ➤ Why are children referred to the Prison/ Centre? e.g. Children at risk? Children in conflict with the law? What sorts of crimes have they committed? ➤ How are they referred here? ➤ Who refers them? E.g. the Court? ➤ How long are they here for? ➤ How many children stay here? ➤ If FGD: Are there any particular confidentiality issues relating to the group which you should keep in mind?
Interview Details	<ul style="list-style-type: none"> ➤ Date of interview: ➤ Name of interviewer: ➤ Location of interview (e.g. type of institution, town, municipality):
Participants' Details	<ul style="list-style-type: none"> ➤ Number of participants:

	<ul style="list-style-type: none"> ➤ Gender of participants: ➤ Participants' ages (for child FGD only): ➤ Institution participant/ participants' child is held: 		
#	Question	Follow-up questions ³⁶	Tick if asked
EFFECTIVENESS³⁷			
<i>Outcome 1: Legislative and policy framework for juvenile justice, including appropriate juvenile justice data collection and information system adopted, upgraded and harmonised with internationally recognised standards</i>			
<i>Outcome 2: Institutional, administrative and human capacity for the implementation of the new Act strengthened</i>			
1.	<p>Can you give me a description of a typical day spent at the Centre/ Prison?</p> <p><i>[This question aims to determine to what extent the rehabilitation and reintegration programmes are being implemented]</i></p>	<ul style="list-style-type: none"> ➤ Ask for details on: conditions of detention; who the children come into contact with while in detention; any education or vocational programmes they participate in; extent of family contact and visits; provision of medical care if needed; leisure time; disciplinary procedures; complaints mechanisms <p><i>[Pay particular attention to the relative responses of female and male participants]</i></p> <ul style="list-style-type: none"> ➤ Have you noticed any recent changes to the programmes and procedures, or in the way you/ your children are treated, at the Centre/ Prison? ➤ If so, how have they changed? Have they changed for better or for worse? 	

³⁶ Not all of the follow-up questions will necessarily be relevant.

³⁷ Not all of the questions on effectiveness will be relevant to the participant. Only ask questions to the extent that they are relevant to the participant.

		➤ What improvements could be made to how you/ your child spend your/ their time at the Centre/ Prison?	
2.	Did you participate in developing any new programmes or initiatives at the Centre/ Prison?	<ul style="list-style-type: none"> ➤ Nature and extent of participation? (Who, what, when, where, how, why?) ➤ Nature and content of programme/ initiative? ➤ Were there any issues in the development? If so, how were they resolved? ➤ Do you think that your views were heard and taken into account? 	
<p>Outcome 3: Increased public awareness on juvenile justice matters through the active participation of boys and girls in conflict with the law in the promotion of their rights</p> <p>Output 3.1: Child participation in the promotion of their rights increased</p> <p>Output 3.2: Public awareness of juvenile justice issues increased</p>			
3.	<p>Did you participate in/ are you participating in any awareness raising activities?</p> <p><i>[Reminder: The activities include the following:</i></p> <ul style="list-style-type: none"> ➤ <i>Programmes developed at the Ljubovic Centre and Prison Administration</i> ➤ <i>20 promotional and visibility actions</i> ➤ <i>Educational, sport and cultural programmes been integrated into the curriculum of juvenile justice institutions</i> ➤ <i>Film and radio show</i> ➤ <i>50 media reports]</i> 	<ul style="list-style-type: none"> ➤ Ask for details on the content and format of the activities, what they aim to raise awareness about, who is their target audience etc. ➤ Nature and extent of their participation? (Who, what, when, where, how, why?) Obtain as much detail as possible on the relative participation of boys and girls. ➤ How did you become involved in the project? ➤ Do you feel that your views were respected and taken into account? ➤ Did the organisers tell you why they wanted you to participate in the project? ➤ Did the organisers tell you how your participation would contribute to the project and how your information would be used? ➤ Were you informed that participation in the project was voluntary or did you feel that you had to participate? ➤ Were there any issues in the development or implementation of these activities? If so, how were these issues resolved? ➤ Who else was involved in developing the project? What was the nature and extent of their involvement? 	

4.	How effective do you think the activity was in increasing public awareness?	How could the activity have been improved to further increase public awareness?	
Effectiveness: general			
5.	What effect have the new rehabilitation and reintegration programmes had on you/ the children here?	<ul style="list-style-type: none"> ➤ [If you are talking to children] what is their effect on your parents? ➤ [If you are talking to parents] what is their effect on you? ➤ What is their effect on staff? ➤ What is their effect on the community? 	
6.	What effect have the awareness-raising activities had on you/ the children here?	<ul style="list-style-type: none"> ➤ [If you are talking to children] what is their effect on your parents? ➤ [If you are talking to parents] what is their effect on you? ➤ What is their effect on staff? ➤ What is their effect on the community? 	
RELEVANCE			
7.	What are the main needs and issues facing children at the Centre/Prison?	<ul style="list-style-type: none"> ➤ To what extent are these needs and issues being met? ➤ How do you think the programmes and procedures at the Centre/ Prisons could be improved to meet the needs and issues of the children here? 	
8.	What are the main needs and issues facing the parents of the children at the Centre/Prison?	<ul style="list-style-type: none"> ➤ To what extent are these needs and issues being met? ➤ How do you think the programmes and procedures at the Centre/ Prisons could be improved to meet these needs and issues? 	
EFFICIENCY³⁸			
9.	Were there any delays in implementing the activities?		
10.	Were there any issues in developing or implementing the activities?	How were they resolved?	
11.	Do you think that the development and implementation of the activities are/were well-managed?	Were you/ your children regularly updated on the progress of the project?	

³⁸ Ask to the extent they are relevant.

IMPACT³⁹		
12.	[Caution when asking this question in an FGD: e.g. if some/all of the participants are children in conflict with the law, you must have checked beforehand with the relevant staff member whether they are all aware of this and, if not, do not ask anything to prejudice this)] Do you think that such activities prevent or discourage children from bad behaviour?	<ul style="list-style-type: none"> ➤ Reasons? Evidence? ➤ If not, do you think that it will make this contribution in future?
13.	[See the caution above] Do you think that the new programmes have made it easier for children at the Prison/ Centre to reintegrate into the community after they leave the Centre/ Prison?	<ul style="list-style-type: none"> ➤ Reasons? Evidence? ➤ If not, do you think that it will make this contribution in future?
14.	Do you think that the awareness raising activities have succeeding in increasing public awareness of <i>[enter aim of the public awareness activity]</i> ?	<ul style="list-style-type: none"> ➤ Reasons? Evidence? ➤ If not, do you think that it will make this contribution in future?
15.	Overall, do you think that the activities have been a good thing or a bad thing?	<ul style="list-style-type: none"> ➤ Why/ why not? ➤ What about in the future? ➤ How could they have been improved?
SUSTAINABILITY		
16.	Do you think that the Prison/ Centre will be able to continue implementing the rehabilitation and reintegration programmes in future?	(Who, what, when, where, how, why)
17.	Do you/ did you feel that you/ your children have any ownership of the projects?	Reasons?
18.	Have the activities strengthened any relationships (for example, within the Prison/ Centre, or with people outside the Prison/ Centre)?	<ul style="list-style-type: none"> ➤ Please provide details. ➤ Have the activities weakened any relationships? Please provide details.

³⁹ Only ask to the extent relevant

19.	Do you think that any public awareness raised by the activities will last?	Reasons?	
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Justice for Children Project Evaluation, Montenegro Schedule of Questions for Key-Informant Interviews with UNICEF Representatives (To be conducted by International Researcher)			
Interview Details	<ul style="list-style-type: none"> ➤ Date of interview: ➤ Name of interviewer: ➤ Location of interview (e.g. type of institution, town, municipality): 		
Participant's Details	<ul style="list-style-type: none"> ➤ Job title: ➤ Institution participant is from: ➤ Gender: 		
Participants' role in the J4CP	<ul style="list-style-type: none"> ➤ What is your role in the J4CP? (What, when, where, how, why?) ➤ What specific activities of the J4CP were you involved in? (What, when, where, how, why?)⁴⁰ 		
#	Question ⁴¹	Follow-up questions ⁴²	Tick if asked
RELEVANCE			
1.	What do you consider are the main needs and issues facing children in conflict with the law?	<ul style="list-style-type: none"> ➤ To what extent do you think the J4CP addresses and responds to these needs and issues? ➤ What about for child victims and witnesses? ➤ What about for children at risk of offending? 	
2.	The J4CP was based on a Theory of Change model in which several assumptions were made in order for the activities to have their desired	<ul style="list-style-type: none"> ➤ Reasons? ➤ Evidence? 	

⁴⁰ This question is important as it will enable the interviewer to determine which questions to focus on.

⁴¹ Not all of these questions will necessarily be relevant.

⁴² Not all of the follow-up questions will necessarily be relevant.

	impact. In implementing the J4CP, did you find that any of these assumptions were unrealistic? ⁴³		
3.	Do you think that the J4CP and its activities are relevant to other national policies and strategies in the area of juvenile justice and the legal system more generally?	Why/ why not?	
4.	To what extent does the design of the J4CP reflect the lessons learned from past similar programmes and evaluations in the area of juvenile justice?	Please provide reasons.	
EFFECTIVENESS⁴⁴			
<i>Outcome 1: Legislative and policy framework for juvenile justice, including appropriate juvenile justice data collection and information system adopted, upgraded and harmonised with internationally recognised standards</i>			
5.	Were all the requisite activities for developing the legislative and policy framework carried out?	<ul style="list-style-type: none"> ➤ 4 roundtable discussions involving 100 professionals? ➤ Were expert working groups established to develop the secondary documents? Are they functioning? ➤ How many secondary instruments are required to be developed and adopted under the J4CP? How many have actually been developed and adopted? ➤ Consultations on development and drafting of the secondary instruments? ➤ Was there a study tour? ➤ Development and implementation of the new juvenile justice data collection mechanism and related training? 	
6.	Do you have any detailed knowledge about the roundtable discussions that were held as part of the J4CP?	<ul style="list-style-type: none"> ➤ How many roundtable discussions were held? ➤ What were they about? 	

⁴³ This question is only relevant for participants with detailed knowledge of the development and implementation of the J4CP.

⁴⁴ Not all of the questions on effectiveness will be relevant to the participant. Only ask questions to the extent that they are relevant to the participant.

		<ul style="list-style-type: none"> ➤ Which sectors were involved at each discussion? ➤ How many participants from each sector at each discussion? ➤ How were the participants selected? ➤ Are there any sectors which you think should have been involved/ more involved in the discussions but were not? ➤ Were there any sectors which participated in, or cooperated during, the discussions more than others? (Which ones? Why?) ➤ Was there sufficient cross-sector dialogue and cooperation during the discussions? (Why/ why not?) ➤ How effective and useful were the discussions in strengthening your/ the participants' understanding of the new Act and its implementation? ➤ Were there any difficulties encountered during the discussions? How were they resolved? ➤ How could these discussions have been improved to make them more effective and useful to you/ the participants? 	
7.	Do you have any detailed knowledge about the secondary instruments which were developed as part of the J4CP?	<ul style="list-style-type: none"> ➤ How many secondary instruments are required to be developed and adopted under the J4CP? ➤ How many have actually been developed and adopted? ➤ During the implementation of the J4CP, was it decided that any additional instruments should be developed? If so, which ones? ➤ Were expert working groups established to develop the legislation? Who were the members? How were they selected? ➤ How many consultations were held? With whom were they held? How were the participants selected? ➤ Are there any sectors which you think should have been involved/ more involved in the discussions but were not? ➤ Were there any sectors which participated in, or cooperated during, the discussions more than others? (Which ones? Why?) ➤ Was there sufficient cross-sector dialogue and cooperation in the development of the framework? (Why/ why not?) 	

		<ul style="list-style-type: none"> ➤ How effective and useful were the discussions in strengthening your/ the participants' understanding of the new Act and its implementation? ➤ Were there any difficulties encountered during the discussions? How were they resolved? ➤ How could the activity have been improved to make them more effective and useful to you/ the participants? 	
8.	Do you have any detailed knowledge about the study tour which was held as part of the J4CP?	<ul style="list-style-type: none"> ➤ Number of participants? From which sectors? How were they selected? ➤ Where did they go? How was the destination selected? ➤ What was the study tour about? What did it involve? ➤ Are there any sectors from Montenegro which you think should have been involved/ more involved but were not? ➤ Were there any sectors which participated in, or cooperated during, the activity more than others? (Which ones? Why?) ➤ Was there sufficient cross-sector dialogue and cooperation during the study tour? (Why/ why not?) ➤ How effective and useful was the activity in strengthening your/ the participants' understanding of the new Act and its implementation? ➤ Were there any difficulties encountered during the study tour? How were they resolved? ➤ How could this activity have been improved to make it more effective and useful to you/ the participants? 	
9.	Do you have any detailed knowledge about the development and implementation of the new juvenile justice data collection mechanism?	<ul style="list-style-type: none"> ➤ Has an assessment been carried out? ➤ Have a new methodology and set of indicators been developed in line with UNODC/UNICEF standards? ➤ Have the new indicators been integrated into the system? ➤ Is the new system operational? ➤ Were there any difficulties encountered during this process or the functioning of the system? How were they resolved? ➤ What is the process for collecting, monitoring and analysing the data? How regularly are these steps carried out? 	

10.	Do you have any detailed knowledge of the training provided to users of the new juvenile justice data collection mechanism?	<ul style="list-style-type: none"> ➤ How many training sessions have been held? How many participants in each training session? Which sectors were they from? How were they selected? ➤ How effective and useful was the training in strengthening your/ the participants' understanding of the new Act and the implementation of the new data collection mechanism? ➤ Were there any difficulties encountered with the training? How were they resolved? ➤ How could this activity have been improved to make it more effective and useful to you/ the participants? 	
11.	Overall, to what extent do you think that a coherent legislative and policy framework for juvenile justice in line with international standards has been established by the J4CP?	<ul style="list-style-type: none"> ➤ How effective is this framework in implementing the new Act? ➤ Are there any gaps in the legal framework of the juvenile justice system or in its implementation? ➤ Do you think that the secondary instruments are clear and easy to use? ➤ How effective do you think the new system is for the collection of data on juvenile justice matters? ➤ How could the framework be improved? 	
Outcome 2: Institutional, administrative and human capacity for the implementation of the new Act strengthened			
12.	Have all the requisite capacity-building activities under the J4CP been carried out?	<p>The relevant activities include the following:</p> <ul style="list-style-type: none"> ➤ Four skills-based training modules (for judges, police, prosecution, defence lawyers) developed and accredited; ➤ Training for [100] professionals on treatment of children relevant to their discipline; ➤ Training for [20] professionals on UN Guidelines on Justice in Matters Involving Child Victims and Witnesses of Crime; ➤ [18] inter-sectoral capacity-development and experience exchange sessions on diversion; ➤ Working sessions on victim/ offender mediation; ➤ Specialist training modules for social workers; ➤ Training for social workers on prevention mechanisms; 	

		<ul style="list-style-type: none"> ➤ Training for social workers on the Guidelines for social workers ➤ Techniques of Peaceful Conflict Resolution for [500] children ➤ New Methodology and Programme of Work with juveniles in detention or prison at the Prison Administration?⁴⁵ ➤ [15] Prison Administration representatives trained in implementing rehabilitation and reintegration programmes ➤ New Methodology and Programme of Work with children in conflict with the law at the 'Ljubovic' Centre?⁴⁶ ➤ [15] staff members at the Ljubovic Centre trained in implementing rehabilitation and reintegration programmes ➤ Specialist training programme for correction officers developed and accredited ➤ Three Professional Support Services (PSS) established? ➤ [10] staff members trained to work in the PSS? ➤ Audio-visual equipment sets for child-friendly hearing procedures provided for 15 Prosecutor's Office/Courts? ➤ [30] staff members trained to use the audio-visual equipment? 	
13.	<p>Which sectors/ stakeholders participated in developing the materials, agendas and formats of the capacity-building activities?⁴⁷</p> <p><i>[Use the same list above as a reference to the relevant activities]</i></p>	<ul style="list-style-type: none"> ➤ How, when, where, why? ➤ Was there a sector(s) which was more involved/ cooperative than the others? Which one(s)? Why? ➤ Was there a sector/ stakeholder which should have been involved in the development but was not? Which one(s)? 	

⁴⁵ It is understood that the Methodologies and Programme of Work for rehabilitation and reintegration would be covered by Outcome 1.

⁴⁶ *ibid*

⁴⁷ Ask this question in respect of the activities of which the participant has knowledge.

		<ul style="list-style-type: none"> ➤ Do you think that there was sufficient dialogue between participants from the different sectors? ➤ Were there any issues in the development? If so, how were they overcome? 	
14.	<p>Did you participate in any of the capacity-building activities, or were you responsible for the implementation of any of these activities? Which ones?</p> <p><i>[Use the same list above as a reference to the relevant activities]</i></p>	<ul style="list-style-type: none"> ➤ Nature and extent of participation? (Who, what, when, where, how, why?) ➤ Was there a sector(s) which was more involved/ cooperative than the others? Which one(s)? Why? ➤ Was there a sector/ stakeholder which should have been involved but was not? Which one(s)? ➤ Do you think that there was sufficient dialogue between participants from the different sectors? ➤ Were there any issues in the development? If so, how were they overcome? 	
15.	<p>How effective were the activities in strengthening your/ the participants'⁴⁸ knowledge of, and capacity to implement, [the new Act] <i>[and/or] [enter measure e.g. diversion]</i>⁴⁹?</p>	<p>How could the content or format of the activities have been improved to make them more effective and useful to you/ the participants?</p>	
16.	<p>How were the participants in the activities selected?</p>		
17.	<p>To what extent have the PSS been established in the (i) High Court of Bijelo Polje; (ii) Higher Court in Podgorica and (iii) Supreme State Prosecutor's Office?</p>	<ul style="list-style-type: none"> ➤ Do you consider that the PSS are effective? Why/ why not? ➤ How could they be improved? 	
18.	<p>To what extent has the audio-visual equipment for child-friendly hearing procedures been established and where?</p>	<ul style="list-style-type: none"> ➤ Do you consider that the installation of equipment for child-friendly hearings is effective in enabling child-friendly hearings to be conducted? Why/ why not? 	

⁴⁸ As relevant

⁴⁹ As relevant

		➤ How could they be improved?	
19.	Overall, to what extent has the institutional and administrative capacity for the implementation of the new Act been strengthened?	<ul style="list-style-type: none"> ➤ Are there any groups of professionals which have yet to undergo any capacity-building training, or require further training, to fully implement the new Act? ➤ Are any further resources/ facilities needed to fully implement the new Act? ➤ What further steps need to be taken, if any? 	
<p>Outcome 3: Increased public awareness on juvenile justice matters through the active participation of boys and girls in conflict with the law in the promotion of their rights</p> <p>Output 3.1: Child participation in the promotion of their rights increased</p> <p>Output 3.2: Public awareness of juvenile justice issues increased</p>			
20.	<p>Did you participate in or have knowledge of any of the awareness raising activities? Which ones?</p> <p><i>[Reminder: The activities include the following:</i></p> <ul style="list-style-type: none"> ➤ Programmes developed at the Ljubovic Centre and Prison Administration; ➤ 20 promotional and visibility actions; ➤ Educational, sport and cultural programmes been integrated into the curriculum of juvenile justice institutions ➤ Film and radio show; ➤ 50 media reports.] 	<ul style="list-style-type: none"> ➤ Nature and extent of participation? (Who, what, when, where, how, why?) ➤ Was there a sector(s) which was more involved/ cooperative than the others? Which one(s)? Why? ➤ Was there a sector/ stakeholder which should have been involved but was not? Which one(s)? ➤ Do you think that there was sufficient dialogue between participants from the different sectors? ➤ Were there any issues in the development? If so, how were they overcome? 	
21.	How effective is the intervention in increasing public awareness of juvenile justice matters?	➤ How could the activity have been improved to make it more effective in raising awareness of juvenile justice matters?	
22.	To what extent have children in conflict with the law participated in these activities? (Boys? Girls?)	<ul style="list-style-type: none"> ➤ <i>[If possible, obtain as much detail as possible on the relative participation of boys and girls]</i> ➤ How could the extent of their participation be improved? 	
Effectiveness: general			

23.	Has the J4CP had any significant results or effects which were not planned by the J4CP?	Who, what, where, when, why, how many?	
24.	To what extent has the J4CP contributed to strengthening the capacity of juvenile justice professionals and stakeholders to monitor and manage the J4CP implementation process?	How could this have been improved?	
EFFICIENCY			
25.	Were all the activities implemented according to schedule?	<i>[Record details of any delays, including reasons for the delays]</i>	
26.	What management and monitoring tools were used to monitor delivery of the activities?	<ul style="list-style-type: none"> ➤ How were they used to manage and monitor delivery? ➤ Were these tools clear, easy to use and regularly updated with good time to plan any contingencies? 	
27.	Were the activities implemented according to budget?	If not, why?	
28.	Was the money spent on each activity sufficient?	<ul style="list-style-type: none"> ➤ Is the relationship between the cost incurred for each activity and the results reasonable in your opinion? ➤ Do you think that the same results could have been achieved with less cost? 	
29.	Was the implementation of the J4CP activities coordinated with the implementation of other similar interventions to avoid any overlaps or duplication of work?	How were the activities coordinated? <i>[Try to obtain concrete examples if possible]</i>	
30.	Were there any changes in the environment (for example, the economic, social, political, legal or cultural environment) which affected the implementation of the J4CP?	<ul style="list-style-type: none"> ➤ How did you respond to this change in environment? ➤ How flexible was the J4CP design in enabling you to adapt to the changing environment? ➤ Could the change in the environment have been dealt with in a better way? 	
31.	What strategies were in place to address any issues or difficulties in the implementation of the J4CP?	Were stakeholders updated of the progress in implementing the J4CP activities relevant to them? How? How often? <i>[Try to obtain examples if possible]</i>	
32.	Were there any human rights or gender equity issues encountered during the implementation of the J4CP?	<ul style="list-style-type: none"> ➤ How were these addressed? ➤ Were there sufficient resources (human, financial etc) to sufficiently address these issues? 	

IMPACT			
33.	Have the J4CP activities contributed to an increase in the number of children in conflict with the law being diverted from the formal justice system?	<ul style="list-style-type: none"> ➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible]</i> ➤ If not, do you think that it will contribute to such an increase in future? 	
34.	Has the J4CP contributed to a decrease in the number of children coming into conflict with the law? (For example, through the Techniques of Peaceful Conflict Resolution Programme, or the programme and related training for social workers on prevention mechanisms)	<ul style="list-style-type: none"> ➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible]</i> ➤ If not, do you think that it will contribute to such a decrease in future? 	
35.	Has the J4CP contributed to an increase in the number of children benefiting from rehabilitation and reintegration programmes in line with the new Act?	<ul style="list-style-type: none"> ➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible.</i> ➤ In particular: <ul style="list-style-type: none"> - Has there been an increase in the number of children residing in juvenile institutions that participate in the J4CP's rehabilitation and reintegration programmes? - Or an increase in the number of children exposed to the J4CP's child rights-based rehabilitation programmes? - Or an increase in the number of children released from detention who receive structural aftercare under a J4CP programme? ➤ If not, do you think that it will contribute to such an increase in future? 	
36.	Has the J4CP contributed to improving the treatment of children in conflict with the law, and child victims and witnesses of crime, through the use of child-friendly procedures?	<ul style="list-style-type: none"> ➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible.</i> ➤ If not, do you think that it will contribute to such an increase in future? 	
37.	Has the J4CP contributed or likely to contribute to promoting the rights of children in conflict with the law and raising public awareness of the need and obligation to treat them in accordance with international standards of juvenile justice?	<ul style="list-style-type: none"> ➤ If so, reasons? Evidence? <i>[Try to obtain as much detail as possible.</i> ➤ In particular, are the child-friendly procedures installed in the prosecutors' offices and courts functioning effectively, and contribute to such an increase? ➤ If not, do you think that it will contribute to such an increase in future? 	

38.	Have any unplanned effects or factors contributed to achieving or not achieving the desired impact of the J4CP so far?	Are there any unplanned factors or circumstances which you think will contribute to achieving/ not achieving the desired impact of the J4CP in the future?	
39.	Overall, do you consider that the J4CP has contributed to an increase in the number of children who benefit from the full application of international norms and standards when they come into contact with the justice system (for example, as alleged offenders, suspects, victims or witnesses)?	<ul style="list-style-type: none"> ➤ Why/ why not? ➤ During the implementation period, has there been any decrease in the number of children: <ul style="list-style-type: none"> - Held in detention? - Who have died in detention? - Held in detention with adults? - Sentenced to deprivation of liberty? ➤ Do you think that the J4CP has contributed to such an increase? If so, to what extent? If not, do you think it will in future? ➤ Are there any gaps in the domestic legal framework or its in its implementation which fall short of international standards on juvenile justice? 	
SUSTAINABILITY			
40.	Did the design of the J4CP incorporate any strategies to sustain and support any positive changes arising from the project?	Who, what, when, where, how? <i>[For example, training of trainers?]</i>	
41.	To what extent does the framework established by the J4CI provide the grounds for the continued, sustainable and coordinated implementation of the J4CP's ongoing activities? (i.e. diversion measures/ community-based alternatives; rehabilitation/ reintegration programmes; prevention programmes; professional support services; child-friendly hearings)	Reasons?	
42.	To what extent is the national juvenile justice data collection and monitoring mechanism (PRIS) likely to be effective beyond the project time frame?	Reasons?	
43.	To what extent has the J4CP integrated new knowledge and skills relevant to the implementation of the new Act into the regular activities of juvenile justice professionals?	Reasons?	

44.	What is the level of ownership of the reform process within the MoJ and MoLSW?	Do you consider that there is sufficient local ownership of the reform process among other stakeholders?	
45.	What are the prospects for the further development of related interventions once the J4CP has been implemented?		
46.	To what extent has the J4CP strengthened or established any partnerships the national and local levels?	Has it weakened any partnerships?	
47.	To what extent has the J4CP strengthened inter-sectoral and cross-sectoral cooperation at the national and local levels?	Has the J4CP weakened inter-sectoral and cross-sectoral cooperation at the national and local levels in any way?	
48.	To what extent is any public awareness of juvenile justice issues raised by the activity likely to continue in the future?	Reasons?	
49.	To what extent is any strengthened participation of children in conflict with the law in the promotion of their rights likely to continue beyond the project timeframe?	Reasons?	

Annex F: Secondary Documents Consulted

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Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment

Convention for the Protection of Human Rights and Fundamental Freedoms CETS No.: 005, Council of Europe

Convention on the Elimination of All Forms of Discrimination against Women

Convention on the Rights of the Child

Don Cipriani, *External Evaluation of the Montenegro Juvenile Justice System Reform Project*, 28 April 2010

Economic and Social Council, *Resolution 1997/30 (Administration of Juvenile Justice)* 21 July 1997

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European Union Delegation to Montenegro, *Assistance Programmes*, retrieved on 27 May 2014 from <http://www.delmne.ec.europa.eu/code/navigate.php?id=59>

European Union, Standard Summary Project Fiche, IPA 2011 Centralised National Programme

European Union, UNICEF, *Contribution Agreement for the Justice for Children Project*

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Institution for the Execution of Criminal Sanctions, Ministry of Justice (Montenegro), *Rulebook on House Rules for Execution of Juvenile Imprisonment Sentences*

International Covenant on Civil and Political Rights

International Covenant on Economic, Social and Cultural Rights

International Convention on the Rights of the Persons with Disabilities

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Ministry of Interior (Montenegro), *Guidelines for Police Officers on the Treatment of Juveniles*, provided to CCLC in May 2014

Ministry of Justice (Montenegro), *Strategy for the Reform of the Judiciary (2007-2012)*

Ministry of Labour and Social Welfare (Montenegro), *Draft Guidelines on the Role of the Centre for Social Work in Proceedings (Montenegrin)*, provided to CCLC by UNICEF on 16 May 2014

Ministry of Labour and Social Welfare (Montenegro), *Rulebook on the Implementation of Institutional Measure of Referral to a Correctional Institution (open type)*

National Plan of Action for Achieving Gender Equality in Montenegro 2013-2017

Nevena Vuckovic Sahovic, Gordana Buljan Flander and Ivana Stevanovic, *Consultants' report on the provision of Technical Assistance to respective institutions for organization of high-quality tailor-made Training of Trainers (Justice for Children Project IPA 2011)*

Prof. Djuradj Stakic, Ph.D., *Centre for Children and Youth Ljubovic, Podgorica, Consultancy Report, Justice for Children Project, IPA 2011*

Prof. Netkova Bistra, *Final Report on Consultancy for the Provision of Technical Assistance in the Analyses and Improvement of Juvenile Justice Data Collection and Information System (Justice for Children Project IPA 2011)*, June 2014

Register of Participants for each of the J4CP Working Sessions, provided by UNICEF to CCLC on 16 May 2014

Register of Participants, Justice for Children Project, *Specialised Training for Judges*, 22-25 April 2013

Register of Participants, Justice for Children Project, *Specialised Training for Prosecutors on Juveniles*, 23-26 April 2013

Register of Participants, Justice for Children Project, *Specialised Training for Police on Juveniles*, 13-16 May 2013

Register of Participants, Justice for Children Project, *Specialised Training for Lawyers on Juveniles*, 14-17 May 2013

Special Rapporteur of the Human Rights Council on torture and other cruel, inhuman or degrading treatment or punishment, *Interim report A/66/268*, 5 August 2011

Training Agendas for the Specialist Training For Lawyers, 14-17 May 2013 and 22-25 October 2013

Training Agendas for the Specialist Training for Police, 13-16 May 2013

Training Agendas for the Specialist Training for Judges, 22-25 April 2013

Training Agendas for the Specialist Training for Prosecutors, 23-26 April 2013

Twinning Contract, *Project Number: MN 11 IB JH 01, Support Penitentiary Reform in Montenegro*

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UN Evaluation Group, *Handbook for Conducting Evaluations for Normative Work in the UN System*, November 2013 and February 2014

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UNICEF, *Justice for Children Project Amended Action Plan for Implementing the Action*

UNICEF, *Justice for Children Project Grant Application Form*, undated

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UNICEF, *Juventas, Project Description (Prevention of criminal and drug abuse recidivism among children in conflict with law in Podgorica)*, March 2014

UNICEF, *List of Members of the Justice for Children Project Working Groups and List of Participants in the Study Visit*, provided to CCLC in May 2014

UNICEF, *List of Sectors and Institutions Participating in Roundtable Discussions*, provided to CCLC in May 2014

UNICEF, *Minutes of Roundtable Discussions for the Justice for Children Project*, provided to CCLC in May 2014

UNICEF, *Media Clipping Report - Justice for Children – 1 October 2012 to 16 May 2014*

UNICEF Montenegro, *Concept Programme for 2012-2016*

UNICEF Montenegro, *Contract Request for Temporary Assistance: International consultancy for the provision of technical assistance to the Judicial Training Centre for the provision of the training for judges and prosecutors on the UN Guidelines on Justice in Matters involving Children Victims and Witnesses of Crime (Justice for Children Project IPA 2011)*; Start Date: 26 May 2014, End Date: 7 July 2014

UNICEF Montenegro, *Contract Request for Temporary Assistance*, Start Date: 26 May 2014; End Date: 26 June 2014

UNICEF Montenegro, *File Note: Selection Process – Promotion of Children’s Rights Through Their Active Participation*, 15 January 2014

UNICEF Montenegro, *Final Budget Report*, 18 July 2014

UNICEF Montenegro, *Indicators for the Juvenile Judiciary System Incorporated into the Judicial Information System: User Manual*, March 2014

UNICEF Montenegro, *Report on Capacities of Social Welfare Centres in Montenegro*, October 2011

UNICEF, *Montenegro: UNICEF Response*, http://www.unicef.org/montenegro/overview_9536.html, accessed 20 April 2014

UNICEF, *NGO Grants* (40 documents), provided to CCLC in May 2014

UNICEF, *Programme of the Study Tour and Comparative Experience Document*, provided to CCLC in May 2014

UNICEF, *Progress Report: Justice for Children Project (Montenegro)*, November 2013

UNICEF, *Terms of Reference for the Justice for Children Project*, 2014

World Bank, *Montenegro Overview* <http://www.worldbank.org/en/country/montenegro/overview>, accessed 20 April 2014

Annex G: List of Participants

Participants Interviewed	Number of Participants Interviewed (if applicable)
EU Task Manager, 'Justice, Children and Home Affairs'	x 1
UNICEF Representative, Montenegro	x 1
UNICEF Programmes Coordinator	x 1
UNICEF J4CP Project Implementation Unit	x 3
UNICEF Child Protection Officer (Maternity cover for a member of the Project Implementation Unit)	x 1
J4CP Technical Working Group	x 22 (several members of which also participated in separate individual interviews mentioned above and below)
Deputy Minister of Justice	x 1
Deputy Minister and staff of the Ministry of Labour and Social Welfare	x 2
Deputy Minister of Justice for the Sector of Execution of Criminal Sanction	x 1
Consultant for Penitentiary System Reform at the MoJ	x 1
Ministry of Interior Focal Point	x 1
Ministry of Education and Sport Focal Point	x 1
Judges	x [4] <ul style="list-style-type: none"> • x 1 at the Basic Court, Podgorica • x 1 at the Basic Court, Nikšić • x 1 at the Higher Court, Bijelo Polje • x 1 at the Basic Court, Bijelo Polje
Prosecutors	x 4 <ul style="list-style-type: none"> • x 2 at the Basic Prosecutor's Office, Podgorica • x 1 at the Basic Prosecutor's Office, Nikšić • x 1 at the Basic Prosecutor's Office, Bijelo Polje
Staff at the Professional Support Services	x 6 <ul style="list-style-type: none"> • x 1 from the PSS at the Supreme State Prosecutors' Office • x 3 from the PSS at the Higher Court, Podgorica • x 2 from the PSS in Bijelo Polje
Centre for Mediation	x 2 <ul style="list-style-type: none"> • x 1 Director, Podgorica • x 1 Coordinator, Bijelo Polje
Director and Staff at the Centre for Children and Youth at Ljubovic	x 2
Staff at the Centres for Social Work	x 3

	<ul style="list-style-type: none"> • x 2 at the Centres for Social Work, Podgorica • x 1 Director of the Centre for Social Work, Bijelo Polje • x 1 specialist pedagogue at the Centre for Social Work, Bijelo Polje
Police	x 4 <ul style="list-style-type: none"> • x 1 Inspector for Juvenile Delinquency, Podgorica • x 1 Inspector for Juvenile Delinquency and Family Violence, Nikšić • x 2 Inspectors on Juvenile Delinquency, Police Directorate, Bijelo Polje
Lecturer for Criminal Law, Police Academy	x 1
Director and staff at the Judicial Training Centre	x 2
President of the Bar Association	x 1
Defence lawyer	x 2 <ul style="list-style-type: none"> • x 1 in Podgorica • x 1 in Bijelo Polje
Deputy Ombudsperson for Child Rights and staff at the Ombudsman's Office involved in the J4CP	x 2
Representative on PRIS, Judicial Council	x 1
Director and staff at the Institute for Execution of Criminal Sanctions, Spuž	x 4
Children at the Centre for Children and Youth at Ljubovic	x 7
Parents of children who had taken part in mediation	x 3, Bijelo Polje
Young people at the Institute for Execution of Criminal Sanctions, Spuž	x 1
Regional Juvenile Justice Expert	x 1
Regional Consultant for the development of the Juvenile Justice Data Collection and Monitoring Indicators	x 1
Coordinator of the Project, 'Prevention of Juvenile Delinquency through Education of pupils on Peaceful Conflict Resolution Techniques'	x 1
Children participating in the Workshop on Peaceful Conflict Resolution Techniques, Tivat	x 13 Focus Group Discussion
Secretariat for Sport, Nikšić	x 1 Staff member Observation of activities and discussion with 20 children participating in the workshop
Basketball club "Junior"	x 1 Staff member Observation of activity and brief discussion with a child participating in the activity
Youth Club, Beijo and table tennis club, Jedinstvo, Bijelo Polje	x 2 Staff members
NGO ICT Forum, Centre for Children and Youth Ljubovic and Institute for Execution of Criminal Sanctions	x 2 Staff members Observation of activities and discussion with 4 young people at Institute for Execution of Criminal Sanctions taking part in the activity

	Observation of activities and discussion with 5 children at Centre for Children and Youth Ljubovic taking part in the activity
Children at risk and children in conflict with the law participating in JUVENTAS workshop	x 1 Staff member Observation of activities and brief FGD with around 25 young people participating in the workshop
Technicians trained on child friendly hearing equipment, Supreme Prosecutor and Basic Prosecutor, Podgorica	x 2

Each research project carried out by Coram Children’s Legal Centre should be ethically reviewed and Guidelines should be developed that are tailored and relevant to each piece of research. The reason for this is that different types of research will raise unique, context-specific ethical issues and it will be necessary to identify and address these issues on a project-specific basis. However, these Guidelines should be applied when carrying out all project-specific ethical reviews.

1. Application of Ethical Guidelines

The Ethical Guidelines will apply to all field research carried out by Coram Children’s Legal Centre and organisations and individuals carrying out research on behalf of Coram Children’s Legal Centre. The Guidelines will not apply to the consideration and selection of research projects. They will apply to: methodology selection and design; the design of data collection tools; the collection, storage, collation and analysis of data; and the publication of research.

2. Ethics review

All research project methodologies and data collection, collation and analysis tools must be approved by the Director, International and Research or the Legal Research and Policy Manager, before they are deployed. The Professional Director or Legal Research and Policy Manager will review the methodologies and tools in light of these Guidelines and best practice, and make revisions accordingly, which will then be incorporated into revised methodologies and tools.

3. Selecting researchers

Coram Children’s Legal Centre will ensure that all external researchers have the necessary experience to carry out the research required. Where necessary, training will be provided to external researchers by Coram Children’s Legal Centre staff on these guidelines and best practice issues for carrying out the relevant research.

4. Guiding principles

All research projects will be subject to the following ethical principles.

4.1 *Do no harm and best interests of the child*

It is of paramount importance that Researchers protect the physical, social and psychological wellbeing, and the rights, interests and privacy of research participants. The welfare and best interests of the participants will be the primary consideration in methodology design and data collection. All research will be guided by the UN Convention on the Rights of the Child, in particular Article 3.1 which states: “In all actions concerning children, whether undertaken by public or private social welfare institutions, courts or legislative bodies, the best interests of the child shall be a primary consideration.”

It is the obligation of the Researcher to identify and avoid harmful effects. If Researchers identify that they are causing harm to a participant/s, the research must be stopped.

Particular care will be taken to ensure that questions are asked sensitively and in a child-friendly, manner that is appropriate to the age, gender, ethnicity and social background of the participants. Clear language will be used which avoids victimisation, blame and judgement. Where it is clear that the interview is having a negative effect on a participant, the interview will be stopped. Any child protection concerns will be identified and dealt with appropriately (see 4.8, below).

Children will be provided with the opportunity to participate in data collection with a trusted adult or friend if this would make them feel more at ease. Researchers should identify staff at institutions (e.g. schools, community groups, detention centre staff) that are available to accompany participants, if requested.

Interviews may cover particularly sensitive or traumatic material, and it is important to ensure that participants feel empowered and not solely like victims. Interviews should finish on a 'positive or empowering note' (e.g. through asking questions about what would improve the situation of children in the relevant study sample). This will help to ensure that children do not leave the interview focusing on past experiences of abuse. Where children reveal past experiences of violence or abuse, researchers will convey empathy, but will not show shock or anger, as this can be harmful to children who have experienced violence.

4.2 Data collection must be necessary

It is important to ensure that unnecessary intrusion into the lives of participants is avoided. Researchers must ensure that the data being collected is necessary to address the research questions specific to each project. Data collection for extraneous purposes must be avoided.

Where possible and appropriate, participants may be provided with material incentives to compensate them for time spent contributing to the research.

4.3 Researchers must not raise participants' expectations

Researchers must carefully explain the nature and purpose of the study to participants, and the role that the data will play in the research project. Participants should also be informed that the purpose of the Researcher's visit is not to offer any direct assistance. This is necessary to avoid raising expectations of participants that the Researcher will be unable to meet.

4.4 Ensuring cultural appropriateness

Researchers must ensure that data collection methods and tools are culturally appropriate to the particular country, ethnic, gender and religious context in which they are used. Researchers should ensure, where possible, that data collection tools are reviewed by a researcher living in the country context in which research is taking place. Where possible, data collection tools should be piloted on a small sample of participants to identify content that lacks cultural appropriateness and adjustments should be made accordingly.

4.5 Voluntary participation

Researchers must ensure that participation in research is on a voluntary basis. Researchers will explain to participants in clear, age-appropriate language that participants are not *required* to participate in the study, and that they may stop participating in the research at any time. Researchers will carefully explain that refusal to participate will not result in any negative consequences. Incentives may be provided; however, researchers must ensure that these would not induce participants to participate where doing so may cause harm.

4.6 Informed consent

At the start of all data collection, research participants will be informed of the purpose and nature of the study, their contribution, and how the data collected from them will be used in the study, through an information and consent form, where possible and where this would be appropriate and not intimidating for young people. The information and consent form should explain, in clear, age appropriate language, the nature of the study, the participant's expected contribution and the fact that participation is entirely voluntary. Researchers should talk participants through the consent form and ensure that they understand it. Where possible and appropriate, parents / carers should also sign an 'information and consent form'. The needs for this will depend on the age and capacity of participants. Where possible, parental consent should be obtained for all children aged under 13 years. For children aged over 13, the decision on whether consent from parents / carers is needed will be made on a case-by-case basis, depending on the nature and context of the research and the age and capacity of participants.

Where it is not possible for the participant to sign an information and consent form (e.g. due to illiteracy), researchers will explain the nature and purpose of the study, the participant's expected contribution, and the way the data they contribute will be used, and request the verbal consent of the participants to conduct research and then record that permission has been granted. Special effort must be made to explain the nature and purpose of the study and the participant's contribution in clear, age-appropriate language. Researchers will request the participant to relay the key information back to them to ensure that they have understood it. Participants will also be advised that the information they provide will be held in strict confidence (see below, 4.6).

Special care must be taken to ensure that especially vulnerable children give informed consent. In this context, vulnerable children may include children with disabilities or children with learning difficulties or mental health issues. Informed consent could be obtained through the use of alternative, tailored communication tools and / or with the help of adults that work with the participants.

4.7 Anonymity and confidentiality

Ensuring confidentiality and anonymity is of the upmost importance. The identity of all research participants will be kept confidential throughout the process of data collection as well as in the analysis and writing up study findings. The following measures will be used to ensure anonymity:

- Interviews will take place in a secure, private location (such as a separate room or corner or outside space) which ensures that the participant's answers are not overheard;
- Researchers will not record the name of participants and will ensure that names are not recorded on any documents containing collected data, including on transcripts of interviews and focus group discussions;
- Researchers will delete electronic records of data from personal, unprotected computers;
- CCLC will store all data on a secure, locked server, to which persons who are not employed by the Centre cannot gain access. All employees of the CCLC, including volunteers and interns, receive a criminal record check before employment commences; and
- Research findings will be presented in such a way so as to ensure that individuals are not able to be identified.

All participants will be informed of their rights to anonymity and confidentiality throughout the research process. Participants should be informed where it is possible that their confidentiality will be compromised. This may occur where, in a particular, named setting, the background information relating to a participant may make it possible for them to be identified even where they are not named.

4.8 Addressing child protection concerns

During the data collection process (e.g. in individual interviews and also possibly group interviews), participants may disclose information that raises child protection concerns (i.e. information indicating that they are currently at risk of or are experiencing violence, exploitation or abuse). Prior to the data collection taking place, researchers should be provided with copies of the child protection policies and procedures of each institution from which participants are recruited (i.e. schools, community groups, detention facilities) and should familiarise themselves with child protection referral mechanisms and child protection focal points.

In the event that the child interviewee reveals that they are at high risk of ongoing or immediate harm, or discloses that other children are at high risk of ongoing or immediate harm, the researcher will prioritise obtaining the child's informed consent to report this information to the appropriate professional as set out in the child protection policy, or, in the absence of such a policy, the person with authority and professional capacity to respond. If the child declines, the researcher should consult with an appropriate designated focal point, as well as the lead researcher and other key persons in the research team (on a need to know basis), concerning the appropriate course of action in line with the child's best interests. If a decision is made to report this information to the designated professional, the child interviewee is carefully informed of this decision and kept informed of any other key stages in the reporting and response process.

In some cases, it will be more likely that child protection concerns may arise. Where this is the case, Researchers should ensure that research is carried out with a social or support worker who is able to give assistance and advice to the participant where necessary.

4.9 Ensuring the physical safety and well-being of researchers and participants

Researchers must ensure that data collection takes place in a safe environment. Participants will always be interviewed with at least two persons present (two researchers; one researcher and one translator; one researcher and a social worker; or one researcher and a note taker).

Researchers will be provided with a Code of Conduct, attached to each contract of employment.

Annex I: NGO Grants

NGO Grants

NGO	Project Name	Geographical Area Covered	Project Aim	Project Activities and Targets	Project Period	UNICEF Contribution (EUR)
35mm	Let's get informed about our Rights!	Not specified	<ul style="list-style-type: none"> • Raise awareness among high school pupils about their rights, particularly under domestic juvenile justice legislation • Directly respond to the lack of implementation of juvenile justice legislation • Directly respond to the need to build 'citizenship spirit' among high-school- age people by enhancing their understanding of their rights 	<ul style="list-style-type: none"> • Organize training for 14 multipliers and peer-promoters • Organize 14 information sessions in high-schools, including 400 children who will participate at the sessions (target: at least 5000 children) • Design, print and distribute 1000 fliers on the rights of children in conflict with Law 	02/14 – 06/14	5,735
Basketball Club Junior	Sociological orientation and Psychophysical help children who are in conflict with the law through sport	Podgorica	Sociological targeting of children who are in conflict with the law, aged 14-18 years with engaging in sports activities and involvement of children in monitoring and organisation of sports competitions and other activities in which the club participates	Activities for the children: <ul style="list-style-type: none"> • Participating in sports training sessions • Helping coaches and teachers work with younger children • Participating in educative discussions about nutrition and healthy lifestyles • Assistance with organising games and tournaments 	02/14 – 06/14	4,100

Juventas	Prevention of Recidivism of Crime and Drug Abuse among Children in Conflict with Law in Podgorica	Podgorica/Spuž	To prevent recidivism of crime and drug abuse among children in conflict with law in Podgorica.	<ul style="list-style-type: none"> • Organisation of capacity-building training for the project team • Organising psychosocial support for children in conflict with the law and their parents through sessions • Organising 20 group counselling sessions and integration and community work with children • Designing, printing and distributing 20 posters to recruit participants at the voluntary centre • Organising visits to sports and art events in Podgorica, and the involvement of children at risk in sport activities • Organising, in agreement with children in conflict with the law, a visit to cinema or theatre or similar activity (Target: provide psychosocial support for at least eight children in conflict with law, and involve at least five of them in the volunteer centre) • Workshops on the prevention of drug abuse and the reduction of the recidivism of crime among minors and young adults held at the Institute for Execution of Criminal Sanctions (Target: at least 10 children/young adults) 	02/14 – 06/14	6,000
Youth Club, Bejo	Social reintegration of juveniles through sport	Bijelo Polje	Furthering the development of a rehabilitative juvenile justice system and helping children to reintegrate into society, preventing recidivism and social exclusion by:	<ul style="list-style-type: none"> • Organisation of 10 cultural events together with volunteers and juveniles in conflict with the law • Design, printing and distribution of 1000 flyers and 50 posters containing information on the project's 	02/14 – 06/14	5,350

	and educational activities		<ul style="list-style-type: none"> • Raising awareness of juveniles in conflict with the law on the importance of sports events • Reintegrating juveniles in conflict with the law into society through sports and cultural activities • Supporting the all-rounded development of the juveniles through their engagement in athletic activities 	<p>objectives, activities, results and sections from the new Act</p> <ul style="list-style-type: none"> • Design, printing and distribution of 500 brochures regarding juvenile activism at the local level • Organisation of a billiard tournament including children in conflict with the law children and those at risk • Organisation of a football tournament including children in conflict with the law children and those at risk • At least 50 percent of juveniles covered by the project to continue to engage in various activities of the Youth Club, Bejo, after the end of the project and without having to pay a membership fee 		
ICT Forum	Enhancing the Potential of Juveniles' Entry into the Labour Market through ICT Capacity Development, Use of Interactive Social Media and Strategic Cooperation with Business	Podgorica/Spuz	To enhance access to labour market for juveniles in conflict with law, through targeted capacity development, improved peer coordination and cooperation with business support associations	<ul style="list-style-type: none"> • Organize IT courses for children in conflict with the law, the programmes of the lectures having been prepared by experts covering ICT topics such as basic knowledge of computer usage and Internet, some advanced knowledge of web site administration and community management; • Employees of the Institute for the Execution of Criminal Sanctions and Ljubovic Centre to attend the ICT courses to enable them to facilitate similar educational programs after the project cycle • Children in conflict with the law from Institute for the Execution of Criminal Sanctions and the Ljubovic Centre to obtain certificates at the end of the courses • Design, printing and distribution of 40 manuals consisting of lectures covered during ICT courses 	01/14 – 06/14	8,150

	Support Organisations			<ul style="list-style-type: none"> • Developing specific community management focal points (Facebook page and Twitter account) to serve as the main contact point between the participants, other juveniles and interested public and private sector organisations • Establishing cooperation and strategic partnership with the Montenegrin Chamber of Economy, which will send CVs of juveniles who have successfully completed the educational programme to potentially interested member companies • Procurement of a laptop, which will be donated to the Institute for the Execution of Criminal Sanctions after the end of the project 		
New Chance in Novi	Every Day is a New Chance	Herceg Novi	<ul style="list-style-type: none"> • Promote and encourage social integration and inclusion of particularly vulnerable groups of children and juveniles • Development of new services in the field of social protection and social inclusion of children and juveniles in accordance with relevant laws and policies • Introduction and promotion of alternative measures aimed at providing comprehensive social support to children and young people • Ensuring prevention and social reintegration of juveniles in particular vulnerable groups and juveniles in conflict with the law • Enabling juveniles to develop new, positive experiences and conceptions about 	<ul style="list-style-type: none"> • Organize meetings with representatives of partner and associates institutions and the business sector • Organize meetings with children and youth with disabilities and their parents • Organise 16 creative and educational workshops for juveniles in conflict with the law facilitated by psychologists and youth workers • Engage juveniles in conflict with the law in volunteer work in the community (socialising with children and youngsters with disabilities) • Design, print and publish the learning processes, project activities and their results • Organise media promotion for the project activities and their results 	01/14 – 06/14	5,000

			themselves, others and the community, gaining self-confidence, positive stimulation and structure in their lives	<ul style="list-style-type: none"> • Design, print and distribute 130 publications containing the learning processes, the project activities and their results • Procure a digital camera, which will be donated to the Centre for Social Work and Child's Home "Mladost" Bijela after the end of the project 		
Secretariat of Culture, Sport, Youth and Social Welfare (Nikšić)	Promoting the Rights of Children in Conflict with the Law through their Active Participation	Nikšić	Promote the rights of children in conflict with the law, through direct work with this population, informing them about the forms of protection of their rights and institutions which can provide them full support and assistance in this respect.	<ul style="list-style-type: none"> • Press conference for the project, highlighting its importance within the J4CP framework of direct work with children in conflict with the law • Gathering children in conflict with the law through the Police Department's Regional Office in Nikšić • Planning and implementation of 24 workshops for 3 months (2 times a week, or eight times a month) and two school lessons (1.5 hour workshops) • Creating, producing and promoting brochures on the rights of children in conflict with the law • Organising a press conference to highlight the importance and results of the workshops, presenting a film and comic, distributing brochures, and conducting interviews with children in conflict with the law on the importance of the project for them 	02/14-04/14	3,085
Sport Kids 2010	Involvement of Children in Conflict with the Law (aged between 14 and 18 years) in Sociological Activities	Podgorica	Providing oral and practical guidance to all children involved in the sports activities to ensure their integration into the community	<ul style="list-style-type: none"> • Individual and group trainings for children in conflict with the law and those at risk • Lectures for children in conflict with the law and those at risk on healthy life styles and nutrition • Organise matches and tournaments in the club and in the NGO's partner schools with children in conflict with the law 	02/14 – 06/14	4,000

	through their Participation in Sports Activities, Competitions and other Activities of the NGO and its Partners			<ul style="list-style-type: none"> • Procurement of balls for basketball (7 pieces) and football (5 pieces) for the club • Establish a relationship with the Ljubovic Centre and Centre for Social Welfare in Podgorica to engage children in conflict with the law and at risk in sports activities • At least 50 percent of juveniles covered by the project to continue to engage in sports activities in Sport Kids 2010 after the end of the project without having to pay a membership fee 			
Jedinstvo	Let's Correct Mistakes by Doing Sport	Bijelo Polje	Strengthen the socialisation of children in conflict with the law aged between 14 and 18 years, in an active way through sports activities, in order to contribute to the development of a restorative juvenile justice system and assist children in conflict with the law to reintegrate into the community	<ul style="list-style-type: none"> • Procurement of a table tennis table, scoreboard, 'robot' for training and accessories • Trainings four times per week for two hours with children in conflict with the law and at risk • Participation of children in conflict with the law and at risk in the Table Tennis League competition • Establishing a relationship with the Centre for Social Work in Bijelo Polje to engage children in conflict with the law and children at risk • At least 50 percent of juveniles covered by the project to continue to engage in Jedinstvo after the end of the project without having to pay a membership fee 	02/14 – 06/14	3,580	
						TOTAL	45,000